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ABSTRACT

The criteria for accreditation and reaffirmation published by the Southern Association of Colleges and Schools (SACS) have been developed to assist institutions in evaluating their effectiveness. In this study, the criteria are reviewed. An instrument to assess the Southern Association criteria was developed based on input from the association's institutional effectiveness committee. The instrument was mailed to 2,300 college alumni, and 1,019 were returned. A survey of student assessment of the criteria was distributed to 1,100 college students, and 1,047 were completed. The surveys to assess the criteria were validated from these samples. Factorial validity of both surveys was evaluated with the Statistical Analysis System principal components program. Findings overall suggest that three second-order factors represent the alumni instrument, and six second-order factors represent the student survey. The developed instrument items and the subsequent psychometric analyses do provide a basic instrument for assessing the SACS criteria. Eight tables present rotated pattern coefficients. Five appendixes contain both surveys, responses to each, and a list of the criteria. (Contains 29 references.) (Author/SLD)

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ASSESSING OR REAFFIRMING ACCREDITATION CRITERIA FOR THE SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS (SACS): DEVELOPMENT OF AN ALUMNI AND STUDENT SURVEY INSTRUMENT

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ABSTRACT

The Criteria for Accreditation and reaffirmation published by the Southern Association of Colleges and Schools have been developed to assist institutions evaluate their effectiveness. In our study, we review the criteria. Two thousand three hundred instruments were mailed to alumni in the United States. One thousand and nineteen instruments were returned. Also 1100 student surveys were distributed to the student body. Of these 1047 were completed and returned. From these samples, we validate alumni and student surveys to assess Southern Association criteria.

Assessing or Reaffirming Accreditation Criteria for the Southern Association of Colleges and Schools (SACS): Development of an Alumni and Student Survey Instrument

The Commission on Colleges of the Southern Association of Colleges and schools is the recognized accrediting body in the 11 U.S. Southern states (Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, and Virginia) and in Latin America for those postsecondary degree-granting institutions that award degrees at any of all of the following levels: associate, bachelor's, master's, and doctor's. The Commission on Colleges is a representative body elected by the College Delegate Assembly and charged with carrying out the accreditation processes. Accreditation is principally concerned with the improvement of educational quality throughout the region and the assurance to the public that regional institutions meet established standards.

The Commission on Colleges supports the right of an institution to pursue its established educational purpose; the right of faculty members to teach, investigate and publish freely; and the right of students to have opportunities for learning. However, the exercise of these rights must not interfere with the overriding obligation of the institution to offer to its student a sound education leading to a recognized certificate or degree. Thus, criteria and procedures for accreditation have been developed which are used in evaluating an institution's educational effectiveness.

Initially and periodically, each member institution is required to undergo a self-study, which is subsequently evaluated at the institution by a committee of peer educators. This requirement ensures that an institution meets minimum standards of quality and that it evaluates

the extent to which its educational goals are met. The successful fulfillment of this requirement results in initial accreditation or reaffirmation of accreditation.

The self-study program, begun by the Commission on Colleges in 1957, has proven successful in subsequent years. Once each decade, colleges and universities holding membership in the Southern Association of Colleges and Schools have conducted comprehensive self examinations from which were formulated recommendations for future improvements. The studies have been broadly participatory. Faculty, administrative officers, staff, students, alumni, and trustees have engaged in a close examination of the institution. At the culmination of the study, a visiting committee of peers from other institutions has assessed the educational strength of the institution in reaffirming accreditation. The program is a regional tradition which has strengthened higher education in the South.

The criteria for institutional membership are designed to allow for new demands on postsecondary institutions. The self-study program evaluates institutions not only to ensure that they meet minimum standards of quality but also to ensure the effective fulfillment of its educational purposes (Criteria for Accreditation, 1991).

The purpose of our paper is twofold. First we will briefly review the Criteria for Accreditation (1991) and reaffirmation published by the Southern Association of Colleges and Schools. This review will serve as a context for the second part of the paper: development and validation of an alumni and student instrument to assess Southern Association criteria. Since accreditation and reaffirmation are of such importance, this study is of value.

METHOD

Subjects

A total of 2300 survey instruments were mailed to college alumni in the United States. Of these 1019 instruments are returned. Alumni were not asked to sign their names but were asked to complete a short ten question demographic section. See Appendix A for a listing of the 137 survey questions, along with the demographic questions. Furthermore 1100 student surveys were distributed on campus. Of these, 1047 were completed and returned. See Appendix C for a listing of the 192 survey questions along with the eight demographic questions.

Procedure

The Southern Association criteria for accreditation or reaffirmation of accreditation include five principal areas of evaluation: (1) institutional purpose (Section two), (2) institutional effectiveness (Section three), (3) educational program (Section four), (4) educational support services (Section five), and (5) administrative processes (Section six). Consequently, a pool of questions for each area was written by five college task forces assigned to develop the survey instruments.

The institutional effectiveness committee wrote questions addressing internal planning, evaluation, and institutional research. The educational program committee drafted questions pertaining to the undergraduate program, continuing education, service programs, faculty matters, and consortial and contractual relationships. The educational support committee wrote questions pertaining to the library, instructional support, computer resources and services, student development services, and intercollegiate athletics. The administrative processes group

constructed questions that pertained to organization and administration, institutional advancement, and financial and physical resources.

After a college internal review process, the final pool of questions contained 25 institutional purpose questions (section two), 61 educational program questions (section four), 38 educational support questions (section five), and 13 administrative process questions (section six). Although institutional effectiveness questions were written, none was included in the survey that was sent to the college alumni. It was felt these questions focused on areas of internal planning, development and evaluation that alumni could not assess. The final instrument contained 147 questions. Of these, there were 10 demographic questions. Refer to Appendix B for a listing of alumni survey questions by section areas and subareas as outlined in the Southern Association Criteria for Accreditation (1991).

An identical process was used to construct the student survey instrument questions. After a college internal review process, the final pool of questions contained 18 institutional purpose questions (section two), 3 institutional effectiveness questions (section three), 26 educational program questions (section four), 103 educational support questions (section five), and 42 administrative process questions (section six). The final instrument contained 200 questions. Of these, there were eight demographic questions. See Appendix D for a listing of student survey questions by section areas and subareas as outlined in the Southern Association Criteria for Accreditation (1991). See Appendix E for the Southern Association criteria section area and subareas.

RESULTS

Data Analysis

We used the SAS principal components program (SAS Institute, Inc., 1986) to examine the factorial validity of the alumni and student surveys. A relevant question pertaining to performing a principle components analysis is if different factors will emerge if one's are put in the main diagonal than if communalities are used. Gorsuch (1983) noted when there were large numbers of variables having moderate to large communalities, the differences were negligible. Harman (1983) noted that there is much evidence in the literature that for all but very small sets of variables, the resulting factorial solutions are little affected by the particular choice of communalities in the principal diagonal of the correlation matrix. Nunnally (1978) noted, "It is very safe to say that if there are as many as 20 variables in the analysis, as there are in nearly all exploratory factor analyses, then it does not matter what one puts in the diagonal spaces" (p. 418). A somewhat conservative conclusion is that when the number of variables is moderately large, say larger than 30, and the analysis contains virtually no variables expected to have low communalities, that is .4, then practically any of the factor procedures will lead to the same interpretations (Stevens, 1986).

The claim for the so-called convergence of principal components and common factor analysis as the number of variables increases is correct, as long as the universe of variables to which the model is extended has a finite and fixed number of determinate common factors. The justification for performing a principal components analysis in this study was that there were a large number of variables having moderate communalities.

Determining the number of factors to extract from the correlation matrix is a fundamental decision in any analysis (Thompson & Borello, 1986). Many researchers follow the recommendations of Guttman (1954) and extract all factors with eigenvalues greater than one. Other researchers feel the screen test is superior to other methods for determining the number of factors to extract (Cattell, 1965; Linn, 1968; Tucker, Koopman & Linn, 1969). We used the eigenvalue criterion for this study since the number of respondents was greater than 250 and the mean communality was greater than 0.60 (Stevens, 1986).

We performed a first order principal components analysis (Pedhazur & Schmelkin, 1991; Stevens, 1986) first for the alumni data. This analysis isolated 25 principal components with eigenvalues greater than one. The prerotation eigenvalues follow: 39.90, 9.16, 3.80, 3.17, 2.45, 2.18, 2.09, 1.77, 1.76, 1.58, 1.54, 1.47, 1.39, 1.35, 1.27, 1.24, 1.20, 1.15, 1.13, 1.12, 1.07, 1.04, 1.03, 1.02, and 1.00. The analysis for the student data isolated 48 components with eigenvalues greater than one. The prerotation eigenvalues follow: 36.20, 6.18, 4.24, 3.71, 2.93, 2.76, 2.73, 2.44, 2.33, 2.26, 2.07, 2.01, 1.93, 1.80, 1.72, 1.69, 1.63, 1.62, 1.57, 1.52, 1.51, 1.48, 1.45, 1.39, 1.37, 1.35, 1.34, 1.30, 1.28, 1.27, 1.26, 1.24, 1.23, 1.21, 1.18, 1.17, 1.15, 1.13, 1.11, 1.10, 1.09, 1.08, 1.08, 1.07, 1.06, 1.04, 1.03, and 1.01. After these components were extracted, they were rotated obliquely using promax rotation.

Results of these solutions involve a first factor that might be characterized as a general or "g" factor. This is a factor with which most of the items were highly correlated and suggests the existence of a unidimensional factor structure. Generally speaking, the presence of a "g" factor does not mean that there is only one interpretable factor, but rather that there is a large

overriding factor with additional factors reflecting various nuances of the factor structure (Daniel, 1991).

One result of these analyses was a matrix of correlations among the factors. The interfactor correlation matrices can be factored just as the 137 X 137 and 192 X 192 intervariable correlation matrices can be. This method is called second-order factor analysis. Kerlinger (1984) noted that "while ordinary factor analysis is probably well understood, second-order factor analysis, a vitally important part of the analysis, seems not to be widely known and understood" (p.xiv). However, Kerlinger (1984), Thompson and Borrello (1986), and Thompson and Miller (1981) presented examples of applications.

The decision to extract second-order factors was driven by the finding that the first-order varimax solution involved numerous multiple loadings, thus suggesting a first-order oblique solution as well as a second-order result. An approximate check as to whether a loading is statistically significant can be obtained by doubling the standard error, i.e., doubling the critical value required for significance for an ordinary correlation. When the sample size is quite large (say 1,000), then significance is generally ensured. The critical value for a sample size of 1,000 is 0.16 (Stevens, 1986).

Six second-order alumni factors were extracted from the 25 x 25 interfactor correlation matrix and rotated to the varimax criterion. Nine second-order student factors were extracted from the 48 x 48 interfactor correlation matrix and rotated to the varimax criterion. Second-order factors such as these are often interpreted. However, Gorsuch (1983), argued that this is not desirable:

Interpretations of the second-order factors would need to be based upon the interpretations of the variables. Whereas, it is hoped that the investigator knows the

variables well enough to interpret them, the accuracy of interpretation will decrease with the first-order factors, will be less with the second-order factors, and still less with the third-order factors. To avoid basing interpretations upon interpretations of interpretations, the relationships of the original variables to each level of the higher-order factors are determined (p.245).

The first-order alumni promax rotated factor matrix (137 X 25), therefore, was postmultiplied by the second-order varimax rotated factor matrix (25 x 6), and the product matrix (137 x 6) was then rotated to the varimax criterion. Likewise, the first-order student promax rotated factor matrix (192 x 48) was postmultiplied by the second-order varimax rotated factor matrix (48 x 9), and the product matrix (192 x 9) was then rotated to the varimax criterion. Tables 1 and 2 present these factor pattern coefficients for items that had coefficients greater than 0.4 in absolute magnitude. Tables 3 and 4 present the descriptive statistics for the instrument items. See Tables 5 and 6 for the first order promax rotated factor matrices for the two instruments.

The factors presented in Table 1 indicate that three second-order factors represent the scales for the alumni instrument, even though the product matrix was 137 x 6. Pertaining to the other three factors, 23 questions had loadings that were less than 0.4 in absolute value, and 12 questions were factorially complex; therefore, the factors were not meaningful enough to retain. See Table 7 for a listing of these items.

The results of Table 2 indicate that six second-order factors represent the scales for the student instrument, even though the product matrix was 192 x 9. Six questions were factorially complex in their factor loadings, while 86 questions had loadings that were less than 0.4 in absolute value; therefore, the factors were not meaningful enough to retain. See Table 8 for a listing of these items.

The factor adequacy for the questions is also given in Tables 1 and 2. Regarding the alumni instrument, factor 1 is composed of 44 questions, and factor 2 is composed of 46 questions. Factor 3 is composed of 12 questions. There are a total of 102 questions for the three factors.

We used the Kuder-Richardson generalized reliability formula, coefficient alpha (Cronbach, 1951; Ebel, 1965; Novick and Lewis, 1967), to evaluate the reliability of the instrument. This formula was appropriate since a Likert scale format was employed in the instrument form. The Cronbach alphas for the three factors are 0.97, 0.95, and 0.89. The alpha for all the questions is 0.97.

There were six factors for the student survey instrument. The first factor consisted of 53 questions, while the second factor had 19 questions. Factor 3 is composed of 16 questions. Factor 4 has seven questions. Factors 5 and 6 each have two questions. The total number of questions for the instrument is 99. The Cronbach alphas for the subscales follow: 0.96, 0.86, 0.81, 0.84, 0.16, and 0.36. The alpha for all the questions on the student survey instrument is 0.96.

DISCUSSION

Overall, these findings suggest that three second-order factors represent the alumni instrument. The findings of Table 1 show the first factor is composed of current status items. Questions are from all the SACS section areas surveyed. The number of area items by category follows: institutional purpose (15 items), educational program (10 items), educational support

services (14 questions), and administrative process (5 items). The factor two questions group according to past status items. There are 37 educational program questions, six educational support services questions, two institutional purpose items, and one administrative process question.

The factor three questions are a combination of current (11 questions) and past (one question) items. There are six educational support services questions, three educational program questions, and three administrative process questions.

Pertaining to the student survey instrument, six second-order factors were identified. Four of these were strong factors, while the last two factors had only two questions each. Factor one is composed of ten administrative process questions, six educational program questions, 25 educational support services questions, ten institutional purpose questions, and one institutional effectiveness question. This subscale is primarily a composite of educational support services questions along with administrative process and institutional purpose questions. The focus of the educational support questions is student development services including academic advising, counseling and career development, student government, student activities and publications, student behavior, student records, residence halls, student financial aid and intramural athletics. The focus of the administration process questions is physical resources including safety and security and space management. The institutional purpose questions deal with such specifically.

Factor two is primarily an educational support services factor, having 17 such questions along with one educational program and one institutional purpose question. The focus of the educational support questions is the library including library services and the library staff.

Factor three is composed of four administrative process questions, one institutional purpose question, and 11 educational support services questions. The focus of the administrative process questions is student development services dealing mainly with program and service components including academic advising, counseling and career development, student government, and student activities and publications.

Factor four is a composite of four administrative process questions and three educational support services questions. The educational support services questions relate to the residence halls, while the administrative process questions relate to the physical resources including buildings and grounds and equipment maintenance. Factors five and six focus on administrative process questions.

Traditional psychometric theory states that the reliability of individual rating scales is a monotonically decreasing function of the number of category points (Guilford, 1954). As the number of category points increases from 2 to 20, the reliability increases rapidly at first. It levels off at 7, and after point 11, there is very little gain in reliability from increasing the number of categories (Garner, 1960).

However, Dalal (1987) argued that it seems to be an open issue regarding how the number of categories available for judgment affects rating responses. According to Nunnally (1978), it is correct that error variance increases as the number of scale points increases. However, at the same time, true score variance increases at an even more rapid rate. Parducci (1982) wrote that the use of a 20-point category scale reduces disturbing contextual effects.

In his extensive tests of algebraic models of information integration, Anderson (1974, 1982) wrote that individuals are able to conceive a rating scale with larger number of points if

they are properly trained to use the scales. Dalal (1987) posits that rating scales with many category points are indispensable when the number of stimuli is large and the difference between any two stimuli is subtle. Dalal and Singh (1986) and Singh (1975) found 21-point rating scales to be reliable and conforming to the condition of equal intervals, although their superiority over scales having fewer categories was not established.

Dalal and Singh (1986) and Singh (1975) did not establish the superiority of their 21-point rating scales over scales having fewer categories.

There is evidence that five-point scales are the most reliable (McKelvie, 1978), at least in measuring attitude-judgement tasks. McKelvie proposed using five or six categories. He further suggested there is no psychometric advantage in a large number of scale categories and, on the other hand, discriminative power and validity may be reduced when fewer than five categories are used.

In an agree-disagree context, Jenkins and Taber (1977) found that the number of response categories above five did not, in any situation, yield a significant increase in Likert discriminability. Neumann and Neumann (1981) concluded from their research that the five-point scale appears to be the most convenient to use in attitudinal surveys. Since the literature suggests a five-or-six point scale for Likert instrumentation, we used the following five category response choices: 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree, and 0 = "don't know."

CONCLUSION

We view our research findings as the fundamental statistical development of alumni and student instruments. The development of the instrument items and the subsequent psychometric analysis does provide a basic instrument for assessing the noted SACS criteria. An additional examination might be to investigate the first-order factors and consider how they are related specifically to the second-order solutions. Such a lengthy examination might add additional insight into the factor structure of the instruments.

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TABLE 1
 ROTATED PATTERN COEFFICIENTS FOR SALIENT ITEMS
 FOR THE ALUMNI INSTRUMENT (N=1019)

Item	Scale Name	Factors					
		1	2	3	4	5	6
3	Administrative Process (current)	0.733	0.055	0.145	0.074	-0.238	0.125
4	Administrative Process (current)	0.613	0.044	0.324	0.060	-0.125	0.155
5	Administrative Process (current)	0.422	0.260	0.238	-0.011	0.020	0.035
7	Administrative Process (current)	0.631	0.083	0.148	0.256	-0.049	0.268
8	Administrative Process (current)	0.633	0.037	0.139	0.199	-0.051	0.257
9	Educational Program (current)	0.725	0.333	0.182	0.057	-0.248	0.075
14	Educational Program (current)	0.639	0.138	0.225	0.015	-0.081	-0.046
18	Educational Program (current)	0.463	0.057	0.228	0.219	-0.040	0.021
19	Educational Program (current)	0.470	0.147	0.220	0.314	-0.025	-0.011
20	Educational Program (current)	0.646	0.211	0.238	0.096	0.049	-0.054
25	Institutional Purpose (current)	0.835	0.199	0.303	0.018	-0.093	-0.007
26	Educational Program (current)	0.479	0.276	0.093	0.046	-0.015	0.011
27	Institutional Purpose (current)	0.547	0.305	0.047	0.024	0.074	0.152
28	Institutional Purpose (current)	0.693	0.283	0.124	0.076	-0.023	0.182
29	Institutional Purpose (current)	0.407	0.152	0.161	0.200	0.096	0.176
30	Institutional Purpose (current)	0.549	0.094	0.233	0.335	0.213	0.192
31	Institutional Purpose (current)	0.613	0.223	0.299	0.254	0.151	0.074
33	Institutional Purpose (current)	0.434	0.094	0.233	0.232	0.188	0.078
34	Institutional Purpose (current)	0.466	0.091	0.078	0.241	0.207	0.023
35	Institutional Purpose (current)	0.542	0.139	0.215	0.242	0.188	0.115
40	Institutional Purpose (current)	0.477	0.228	-0.080	0.247	-0.014	0.009
41	Institutional Purpose (current)	0.486	0.302	0.041	0.396	-0.073	0.051
42	Institutional Purpose (current)	0.597	0.268	0.196	0.252	0.134	0.072
44	Institutional Purpose (current)	0.407	0.132	0.342	0.335	0.078	0.008
46	Educational Support Services (current)	0.454	0.215	0.321	0.326	0.043	-0.005
47	Educational Support Services (current)	0.574	0.265	0.150	0.229	0.104	0.030
49	Educational Support Services (current)	0.452	0.146	0.356	0.032	0.097	0.080
52	Educational Support Services (current)	0.557	0.176	0.114	0.125	0.108	-0.089
53	Educational Support Services (current)	0.618	0.251	0.014	0.185	0.134	-0.045
54	Educational Support Services (current)	0.544	0.252	0.034	0.203	0.111	-0.051
55	Educational Support Services (current)	0.417	0.232	0.296	0.242	0.123	0.002
57	Educational Support Services (current)	0.461	0.110	0.359	0.030	0.335	-0.014
59	Educational Support Services (current)	0.446	0.264	0.245	0.044	0.098	-0.206
61	Educational Support Services (current)	0.453	0.076	0.272	0.073	-0.114	0.059
65	Educational Support Services (current)	0.588	0.191	0.019	0.019	0.158	-0.031
66	Educational Support Services (current)	0.596	0.137	0.007	0.057	0.180	-0.043
67	Educational Support Services (current)	0.565	0.079	0.042	0.060	0.142	-0.083
68	Educational Support Services (current)	0.567	0.105	0.125	0.023	0.043	-0.053
69	Educational Program (current)	0.483	0.260	0.396	0.175	0.056	-0.073
70	Institutional Purpose (current)	0.725	0.337	0.163	0.174	-0.121	-0.122
71	Institutional Purpose (current)	0.635	0.279	0.019	0.041	-0.028	-0.099
72	Educational Program (current)	0.801	0.310	0.226	0.107	-0.033	-0.075
73	Educational Program (current)	0.574	0.167	0.094	-0.055	0.124	-0.093
74	Educational Program (current)	0.638	0.187	0.142	-0.040	0.069	-0.099
77	Educational Program (past)	0.144	0.643	0.085	0.035	0.033	-0.048
78	Educational Program (past)	0.069	0.627	0.009	-0.061	0.090	-0.144
79	Educational Program (past)	0.274	0.657	0.125	-0.018	-0.136	-0.098
80	Educational Program (past)	0.058	0.487	0.111	0.221	0.018	0.029
81	Educational Program (past)	0.211	0.529	0.051	0.062	-0.127	-0.091
82	Educational Program (past)	0.083	0.431	0.066	0.003	-0.135	-0.135
83	Educational Program (past)	0.118	0.605	0.018	-0.049	-0.125	-0.153
84	Educational Program (past)	0.207	0.599	0.112	0.141	0.022	0.039
85	Educational Program (past)	0.001	0.532	0.133	0.085	0.097	-0.218
86	Educational Program (past)	-0.079	0.506	-0.089	-0.020	0.179	-0.027
87	Educational Program (past)	0.069	0.588	0.121	0.115	0.127	-0.263
88	Educational Program (past)	0.243	0.587	0.044	0.000	0.012	-0.039

Item	Scale Name	Factors					
		1	2	3	4	5	6
89	Administrative Process (past)	0.174	0.628	-0.046	-0.031	-0.032	-0.108
90	Educational Program (past)	0.197	0.544	0.076	0.041	0.114	0.101
91	Educational Program (past)	0.216	0.543	0.134	0.187	0.000	0.076
92	Institutional Purpose (past)	0.288	0.648	0.057	0.006	0.118	0.294
93	Educational Program (past)	0.290	0.613	0.069	0.084	-0.076	-0.032
94	Institutional Purpose (past)	0.212	0.604	0.122	0.371	-0.16	0.032
100	Educational Support Services (past)	0.254	0.500	0.235	0.062	-0.053	0.059
101	Educational Support Services (past)	0.322	0.450	0.298	0.142	-0.021	-0.018
102	Educational Support Services (past)	0.180	0.635	0.006	-0.042	-0.131	0.183
103	Educational Support Services (past)	0.234	0.656	0.077	-0.005	-0.091	0.238
104	Educational Support Services (past)	0.180	0.660	-0.008	0.314	-0.008	0.078
105	Educational Support Services (past)	0.043	0.438	-0.183	0.296	0.136	0.231
110	Educational Program (past)	0.300	0.657	0.140	0.035	-0.071	0.249
111	Educational Program (past)	0.098	0.583	0.108	0.234	0.072	0.049
112	Educational Program (past)	0.027	0.591	-0.012	0.011	0.282	0.355
113	Educational Program (past)	0.210	0.562	0.117	0.247	0.088	0.033
115	Educational Program (past)	0.122	0.438	0.226	0.295	0.160	-0.194
117	Educational Program (past)	0.324	0.430	0.127	0.128	0.325	0.087
118	Educational Program (past)	0.214	0.564	0.146	0.232	0.098	0.122
119	Educational Program (past)	0.367	0.548	0.138	-0.003	-0.106	0.099
120	Educational Program (past)	0.312	0.547	0.212	0.044	-0.086	0.071
121	Educational Program (past)	0.304	0.555	0.213	0.069	-0.019	0.095
122	Educational Program (past)	0.300	0.603	0.258	0.276	-0.038	0.053
123	Educational Program (past)	0.313	0.624	0.150	0.060	0.015	0.166
124	Educational Program (past)	0.088	0.523	0.027	0.060	0.140	0.169
125	Educational Program (past)	0.084	0.445	0.158	0.361	0.127	-0.052
126	Educational Program (past)	0.300	0.580	0.187	0.293	0.039	-0.035
127	Educational Program (past)	0.296	0.497	0.103	0.216	0.027	-0.092
128	Educational Program (past)	0.115	0.563	0.035	0.279	0.132	-0.084
130	Educational Program (past)	0.393	0.506	0.166	0.051	-0.094	0.055
132	Educational Program (past)	0.352	0.515	0.206	0.050	0.146	0.067
135	Educational Program (past)	0.243	0.467	0.150	0.081	0.041	-0.008
136	Educational Program (past)	0.352	0.761	0.078	0.142	-0.021	0.008
137	Educational Program (past)	0.295	0.565	0.108	0.361	0.026	-0.022
2	Administrative Process (current)	0.267	0.035	0.463	0.250	-0.083	0.043
11	Administrative Process (current)	0.360	-0.023	0.506	0.012	0.329	0.083
12	Administrative Process (current)	0.243	-0.001	0.611	0.163	0.220	-0.004
17	Educational Program (current)	0.335	0.064	0.571	0.018	-0.064	-0.058
22	Educational Program (current)	0.192	0.058	0.558	-0.031	0.115	-0.114
23	Educational Program (current)	0.341	0.201	0.470	-0.067	0.259	-0.070
48	Educational Support Services (current)	0.369	0.203	0.475	0.203	-0.021	0.083
50	Educational Support Services (current)	0.315	0.177	0.537	0.131	0.058	0.042
51	Educational Support Services (current)	0.216	0.143	0.536	0.244	0.005	-0.004
62	Educational Support Services (current)	0.315	0.105	0.462	0.080	-0.008	0.046
63	Educational Support Services (current)	0.360	0.101	0.428	0.140	-0.023	0.061
99	Educational Support Services (past)	-0.019	0.106	0.436	0.067	-0.008	-0.134

Note. - Salient items were items with pattern coefficients greater in absolute value than 0.40.

TABLE 2
 ROTATED PATTERN COEFFICIENTS FOR SALIENT ITEMS
 FOR THE STUDENT INSTRUMENT (N=1047)

Item	Scale Name	Factors								
		1	2	3	4	5	6	7	8	9
2	Administrative Process (current)	0.627	0.122	0.281	0.117	0.129	0.107	-0.086	-0.089	-0.022
3	Administrative Process (current)	0.569	0.117	0.271	0.074	0.044	0.160	-0.001	-0.095	-0.126
4	Administrative Process (current)	0.438	-0.018	0.153	-0.016	0.051	0.179	-0.021	-0.094	-0.079
12	Administrative Process (current)	0.401	0.150	0.185	0.238	0.026	0.190	-0.175	0.002	-0.023
14	Administrative Process (current)	0.415	0.303	0.154	0.168	-0.078	0.244	-0.075	-0.098	0.004
15	Administrative Process (current)	0.404	0.167	0.029	0.244	-0.012	0.154	-0.085	-0.008	-0.183
29	Administrative Process (current)	0.411	0.018	0.223	-0.035	0.217	0.227	-0.040	0.085	-0.016
32	Educational Program (current)	0.450	0.088	0.184	0.027	0.147	0.070	-0.007	-0.032	-0.134
43	Educational Program (current)	0.448	0.340	0.278	0.131	0.227	0.236	-0.094	-0.028	-0.049
44	Educational Program (current)	0.440	0.193	0.364	0.118	0.179	0.047	-0.146	-0.182	0.108
59	Administrative Process (current)	0.651	-0.011	-0.073	-0.020	0.229	0.028	0.069	0.061	0.082
60	Educational Support Services (current)	0.445	0.067	0.370	0.117	-0.139	0.140	-0.070	0.055	0.075
64	Educational Support Services (current)	0.493	0.285	0.138	0.206	0.124	0.098	-0.106	0.011	-0.119
65	Administrative Process (current)	0.433	0.077	-0.051	0.240	0.172	0.009	0.170	0.141	0.013
67	Educational Support Services (current)	0.475	0.196	0.219	0.147	0.155	0.020	-0.028	0.065	-0.013
71	Institutional Purpose (current)	0.561	0.189	0.215	0.029	0.119	0.090	0.068	-0.203	-0.090
72	Educational Program (current)	0.443	0.139	0.080	0.041	-0.058	0.221	0.116	-0.050	0.031
73	Institutional Purpose (current)	0.475	0.033	-0.066	0.031	0.069	0.106	0.243	-0.057	-0.191
79	Institutional Effectiveness (current)	0.555	0.162	0.185	-0.009	0.033	0.103	0.260	-0.080	-0.174
80	Educational Support Services (current)	0.546	0.120	0.202	0.018	0.142	0.027	0.139	-0.021	-0.060
82	Educational Support Services (current)	0.668	0.167	0.184	0.013	0.099	0.109	0.167	-0.049	-0.025
83	Educational Support Services (current)	0.512	0.095	0.204	0.041	0.034	0.010	0.064	-0.067	0.010
84	Educational Support Services (current)	0.436	0.160	0.219	-0.003	0.075	0.026	0.105	-0.072	0.049
104	Educational Support Services (current)	0.537	0.169	0.116	0.063	0.099	0.012	0.157	-0.039	-0.030
112	Administrative Process (current)	0.542	0.107	0.062	-0.032	0.044	0.265	-0.001	-0.035	-0.103
115	Institutional Purpose (current)	0.556	0.155	0.081	0.007	-0.059	0.076	0.039	0.009	-0.020
116	Institutional Purpose (current)	0.424	0.157	0.149	-0.045	0.024	0.015	0.105	0.022	-0.037
118	Institutional Purpose (current)	0.529	0.233	0.293	0.178	0.051	-0.108	0.057	0.066	-0.031
119	Institutional Purpose (current)	0.533	0.306	0.436	0.269	0.095	-0.000	-0.115	0.086	0.046
120	Institutional Purpose (current)	0.480	0.260	0.219	0.042	-0.069	0.026	0.011	0.133	0.049
123	Institutional Purpose (current)	0.693	0.262	0.096	0.011	-0.003	0.187	0.000	-0.065	-0.024
124	Institutional Purpose (current)	0.624	0.219	0.114	0.014	-0.005	0.140	-0.010	-0.161	0.013
127	Institutional Purpose (current)	0.458	0.364	0.342	0.162	0.118	-0.147	0.036	0.037	-0.137
136	Educational Support Services (current)	0.428	0.322	0.006	0.051	0.142	-0.028	0.010	0.101	0.013
154	Educational Support Services (current)	0.503	0.207	0.315	0.084	0.123	-0.075	-0.097	0.042	0.005
155	Educational Support Services (current)	0.559	0.241	0.156	0.023	0.059	0.029	0.023	-0.005	0.081
156	Educational Support Services (current)	0.557	0.279	0.224	0.080	0.114	-0.063	-0.069	0.083	0.079
157	Educational Support Services (current)	0.460	0.231	0.100	0.010	0.039	-0.016	-0.047	0.097	0.115
160	Educational Support Services (current)	0.452	0.285	0.402	0.104	0.106	-0.079	0.005	0.082	0.125
161	Educational Support Services (current)	0.503	0.102	0.237	0.097	0.053	0.005	0.048	-0.020	0.261
162	Educational Support Services (current)	0.607	0.194	0.241	0.043	0.098	0.110	0.037	-0.026	0.124
164	Educational Support Services (current)	0.414	0.309	0.320	0.145	0.142	0.032	-0.043	0.139	0.011
168	Educational Support Services (current)	0.685	0.035	0.217	0.049	0.116	0.020	-0.116	-0.119	0.100
172	Educational Support Services (current)	0.698	0.052	0.000	-0.015	-0.023	-0.050	-0.071	0.075	0.057
173	Educational Support Services (current)	0.427	0.199	0.318	0.069	0.038	-0.061	0.004	0.001	0.025
175	Educational Support Services (current)	0.533	0.077	-0.031	0.070	0.006	-0.000	-0.037	0.073	0.188
178	Educational Support Services (current)	0.464	0.176	0.170	0.069	-0.016	0.070	-0.115	0.159	0.001
182	Educational Support Services (current)	0.481	0.231	0.298	0.006	0.038	-0.013	-0.016	-0.005	0.114
183	Educational Support Services (current)	0.482	0.286	0.299	-0.019	0.088	0.010	0.052	-0.068	0.041
184	Educational Support Services (current)	0.434	0.284	0.184	0.041	0.056	-0.113	-0.002	-0.129	0.100
186	Educational Program (current)	0.727	0.101	-0.026	0.059	-0.142	0.009	0.026	0.259	-0.018
187	Educational Program (current)	0.581	0.021	-0.006	0.057	-0.035	-0.067	-0.037	0.255	-0.022
42	Educational Program (current)	0.326	0.456	0.273	0.139	-0.068	0.156	0.014	-0.163	-0.009
86	Educational Support Services (current)	0.290	0.595	0.337	0.029	-0.035	0.105	-0.003	-0.099	-0.059
87	Educational Support Services (current)	0.143	0.585	0.123	0.135	-0.014	0.136	0.182	-0.202	0.035
88	Educational Support Services (current)	0.205	0.453	0.101	0.216	0.061	0.112	0.060	-0.043	-0.050
89	Educational Support Services (current)	0.197	0.476	0.096	0.255	0.144	0.197	0.048	-0.166	-0.030

Item	Scale Name	Factors								
		1	2	3	4	5	6	7	8	9
91	Educational Support Services (current)	0.110	0.428	0.215	0.190	0.184	0.169	-0.174	-0.018	0.056
108	Educational Support Services (current)	0.065	0.677	0.151	0.192	0.039	-0.044	0.141	-0.201	0.018
109	Educational Support Services (current)	0.319	0.434	0.185	0.144	0.044	0.123	-0.030	-0.049	0.005
130	Institutional Purpose (current)	0.306	0.581	0.188	0.125	0.063	0.064	-0.009	-0.055	-0.072
133	Educational Support Services (current)	0.262	0.535	-0.026	0.141	0.182	-0.028	-0.014	0.056	0.032
134	Educational Support Services (current)	0.241	0.654	0.184	0.158	0.170	0.183	-0.126	0.101	-0.064
135	Educational Support Services (current)	0.382	0.431	-0.016	-0.022	0.123	0.124	0.000	0.079	-0.061
137	Educational Support Services (current)	0.263	0.557	0.256	0.037	0.110	0.110	0.102	-0.138	0.144
138	Educational Support Services (current)	0.323	0.750	0.160	-0.019	0.148	0.023	0.026	0.081	0.102
139	Educational Support Services (current)	-0.035	0.481	0.196	0.078	0.163	-0.019	0.056	0.633	-0.146
140	Educational Support Services (current)	0.190	0.530	0.030	0.283	0.139	-0.091	-0.162	0.165	0.056
141	Educational Support Services (current)	0.226	0.769	0.098	0.047	0.173	0.027	0.084	0.206	0.134
144	Educational Support Services (current)	0.332	0.702	0.309	0.046	0.099	-0.001	0.123	0.102	0.127
146	Educational Support Services (current)	0.118	0.415	0.084	0.052	-0.096	-0.025	0.076	-0.050	0.028
5	Administrative Process (current)	0.028	-0.022	0.400	0.094	-0.127	0.040	0.143	-0.151	-0.111
7	Administrative Process (current)	-0.044	-0.026	0.412	0.035	-0.001	0.194	0.065	0.088	-0.003
18	Administrative Process (current)	0.076	0.134	0.406	0.134	0.004	0.284	0.126	-0.067	0.006
30	Administrative Process (current)	0.098	0.061	0.404	0.123	0.053	0.031	-0.024	0.012	-0.054
75	Institutional Effectiveness (current)	0.236	0.095	0.440	-0.014	-0.177	0.097	0.056	-0.128	0.156
76	Educational Support Services (current)	0.323	0.105	0.437	-0.092	-0.066	0.204	0.118	-0.086	-0.025
99	Educational Support Services (current)	0.123	0.034	0.408	0.096	0.156	-0.010	0.195	0.045	0.079
143	Educational Support Services (current)	0.167	0.370	0.490	0.040	-0.130	-0.080	0.110	-0.000	0.011
153	Educational Support Services (current)	0.250	0.164	0.437	0.055	0.060	0.039	0.143	-0.001	0.103
158	Educational Support Services (current)	0.168	-0.042	0.558	0.023	0.092	-0.075	-0.026	-0.097	-0.105
159	Educational Support Services (current)	0.392	0.129	0.526	0.044	0.007	0.073	-0.048	-0.141	-0.080
165	Educational Support Services (current)	0.347	0.103	0.555	0.048	0.142	-0.136	0.126	0.059	0.199
166	Educational Support Services (current)	0.245	0.062	0.704	0.086	0.173	-0.078	-0.108	-0.060	0.074
167	Educational Support Services (current)	0.206	0.059	0.624	0.037	0.025	0.041	-0.216	-0.032	-0.032
170	Educational Support Services (current)	0.325	0.197	0.434	0.003	0.106	-0.054	-0.120	-0.036	-0.050
180	Educational Support Services (current)	0.291	0.214	0.512	0.130	-0.022	0.071	-0.133	0.058	0.051
48	Educational Support Services (current)	-0.031	0.107	0.129	0.499	0.026	-0.032	0.102	0.005	0.061
49	Educational Support Services (current)	-0.107	0.228	0.216	0.469	0.096	0.141	0.011	-0.053	-0.138
95	Administrative Process (current)	-0.019	0.183	0.097	0.644	0.125	-0.006	0.057	-0.018	0.025
96	Administrative Process (current)	0.009	0.173	0.070	0.659	0.070	0.037	0.053	-0.004	-0.016
97	Administrative Process (current)	0.107	0.177	0.103	0.627	-0.001	0.081	-0.110	0.052	0.043
177	Educational Support Services (current)	0.035	0.195	0.083	0.639	0.048	0.017	0.006	0.044	0.023
192	Administrative Process (current)	0.160	0.338	0.091	0.408	0.050	0.003	-0.237	-0.025	-0.009
28	Administrative Process (current)	0.066	0.215	0.080	0.126	0.419	0.116	0.017	-0.057	-0.058
149	Educational Support Services (current)	0.146	0.175	0.037	0.099	0.470	0.030	-0.044	0.061	-0.004
8	Administrative Process (current)	0.209	0.162	0.262	0.358	0.060	0.413	-0.019	0.054	0.093
20	Administrative Process (current)	0.209	0.380	-0.038	0.065	0.103	0.471	0.016	0.251	-0.210

Note. - Salient items were items with pattern coefficients greater in absolute value than 0.40.

TABLE 3
DESCRIPTIVE STATISTICS FOR ALUMNI RESPONDENTS (N=1019)

Item	M	SD	Item	M	SD	Item	M	SD
1	3.90	1.51	46	2.65	1.81	92	3.96	0.90
2	2.32	1.86	47	3.11	1.78	93	3.58	1.08
3	4.09	1.30	48	2.49	1.93	94	3.15	1.26
4	3.57	1.65	49	2.97	1.96	95	2.29	1.70
5	3.78	1.31	50	2.32	2.00	96	2.60	1.96
6	3.47	1.32	51	1.88	1.82	97	3.04	1.58
7	3.83	1.49	52	3.48	1.69	98	3.15	1.53
8	4.10	1.37	53	3.44	1.68	99	2.18	1.65
9	4.06	1.16	54	3.44	1.69	100	3.56	1.15
10	2.57	2.02	55	2.64	1.90	101	3.37	1.39
11	2.72	2.16	56	2.30	2.12	102	4.32	0.75
12	1.87	2.08	57	2.88	2.04	103	4.39	0.74
13	3.05	1.85	58	2.35	2.08	104	3.99	0.85
14	4.01	1.06	59	3.14	1.79	105	4.16	0.70
15	3.36	1.74	60	2.69	1.79	106	3.13	1.38
16	3.18	1.67	61	3.26	1.78	107	3.27	1.29
17	2.43	2.04	62	2.32	2.06	108	3.34	1.32
18	3.53	1.50	63	2.53	1.97	109	2.16	1.21
19	3.50	1.50	64	2.31	1.97	110	3.96	1.01
20	3.83	1.29	65	3.53	1.57	111	3.49	1.07
21	2.96	1.95	66	3.42	1.62	112	4.23	0.81
22	1.46	1.89	67	3.43	1.71	113	3.62	1.00
23	2.41	2.03	68	3.35	1.81	114	3.12	1.18
24	3.40	1.77	69	2.49	1.98	115	3.13	1.09
25	3.78	1.47	70	3.39	1.66	116	3.63	1.15
26	4.28	1.05	71	3.69	1.60	117	3.99	0.90
27	4.17	1.06	72	3.34	1.76	118	3.71	1.04
28	3.96	1.30	73	3.68	1.51	119	4.14	0.82
29	3.58	1.43	74	3.67	1.47	120	3.89	0.97
30	3.11	1.86	75	3.18	1.79	121	3.99	0.90
31	3.11	1.80	76	2.75	1.43	122	3.65	1.02
32	2.68	1.94	77	3.62	1.23	123	4.20	0.85
33	2.79	1.93	78	3.90	1.10	124	4.12	0.83
34	3.27	1.71	79	3.88	0.83	125	2.90	1.14
35	3.07	1.83	80	3.51	1.12	126	3.69	1.02
36	3.22	1.62	81	3.85	0.94	127	3.93	0.95
37	3.08	1.73	82	3.76	1.01	128	3.81	1.07
38	3.09	1.71	83	4.07	0.81	129	3.28	1.23
39	3.73	1.36	84	3.88	0.87	130	4.09	1.26
40	4.31	1.17	85	2.94	1.54	131	2.67	1.30
41	3.83	1.39	86	3.95	1.12	132	4.40	0.82
42	3.28	1.74	87	3.19	1.54	133	1.84	0.80
43	2.65	1.89	88	3.54	1.20	134	2.35	1.09
44	2.60	1.97	89	4.07	0.89	135	3.43	1.08
45	2.89	1.91	90	3.30	1.35	136	3.91	1.05
			91	3.14	1.33	137	3.60	1.20

TABLE 4
DESCRIPTIVE STATISTICS FOR STUDENT RESPONDENTS (N=1047)

Item	M	SD	Item	M	SD	Item	M	SD	Item	M	SD
1	4.21	1.26	49	1.97	1.47	97	2.26	1.27	145	1.027	1.75
2	4.13	0.99	50	3.22	1.48	98	3.18	1.98	146	2.67	1.87
3	4.48	0.77	51	2.82	1.54	99	1.84	2.02	147	3.06	1.57
4	4.31	0.94	52	4.08	1.30	100	3.38	1.85	148	3.39	1.53
5	2.54	2.04	53	2.15	1.95	101	3.84	1.19	149	3.48	1.63
6	3.98	1.56	54	3.47	1.37	102	4.05	0.83	150	3.86	1.28
7	2.14	1.98	55	3.46	1.22	103	2.68	1.57	151	4.01	1.05
8	2.44	1.24	56	3.83	0.91	104	4.59	0.69	152	3.80	1.41
9	3.59	0.95	57	3.74	1.19	105	3.26	1.31	153	3.48	1.60
10	3.99	1.22	58	4.26	0.99	106	3.87	1.10	154	4.11	0.93
11	2.11	1.20	59	4.48	0.73	107	3.45	1.34	155	4.43	0.68
12	2.96	1.27	60	3.04	1.47	108	2.60	1.65	156	4.24	0.79
13	3.51	1.20	61	2.61	1.82	109	3.61	1.30	157	4.26	0.74
14	3.82	1.12	62	2.78	1.82	110	0.91	1.64	158	2.31	1.87
15	4.08	0.87	63	4.06	0.92	111	1.44	1.88	159	3.31	1.43
16	3.79	1.03	64	3.93	1.07	112	4.40	0.75	160	3.75	1.05
17	3.66	1.33	65	3.99	1.27	113	2.71	1.26	161	4.11	1.02
18	2.05	1.85	66	3.26	1.25	114	4.76	0.54	162	4.17	1.04
19	2.67	1.37	67	3.95	1.01	115	4.39	0.77	163	4.03	1.29
20	3.69	1.12	68	3.36	1.19	116	4.42	0.99	164	3.59	1.36
21	4.11	0.94	69	3.63	1.49	117	4.29	1.17	165	3.17	1.76
22	1.96	1.70	70	3.50	1.16	118	4.10	0.94	166	2.65	1.81
23	2.93	1.63	71	4.29	0.74	119	3.84	1.02	167	2.49	1.54
24	4.18	0.88	72	4.38	0.77	120	4.04	0.88	168	4.15	0.92
25	4.08	0.94	73	4.56	0.76	121	3.84	1.03	169	4.04	0.91
26	3.60	1.61	74	2.95	1.60	122	3.55	1.55	170	3.31	1.34
27	3.16	1.64	75	2.62	1.85	123	4.22	0.88	171	3.63	1.49
28	3.96	1.08	76	3.84	1.35	124	4.30	0.77	172	4.29	0.84
29	3.92	1.12	77	3.42	1.61	125	2.09	1.98	173	3.79	1.50
30	2.79	1.28	78	2.78	1.90	126	2.60	1.89	174	3.28	1.87
31	4.20	0.93	79	4.13	0.92	127	4.04	0.93	175	4.29	0.87
32	4.46	0.76	80	4.01	0.97	128	3.94	0.84	176	4.18	1.00
33	3.16	1.16	81	3.64	1.32	129	3.59	1.54	177	2.74	1.55
34	3.08	1.74	82	4.10	0.91	130	3.46	1.25	178	3.76	1.21
35	4.08	0.84	83	3.78	1.16	131	3.44	1.49	179	3.62	1.39
36	4.08	0.84	84	3.85	1.08	132	2.44	1.71	180	2.73	1.92
37	3.96	0.94	85	3.14	1.68	133	3.70	1.23	181	3.63	1.17
38	3.95	0.96	86	3.51	1.36	134	2.95	1.45	182	4.03	1.01
39	3.96	1.13	87	3.28	1.56	135	4.31	0.64	183	4.01	1.04
40	3.70	1.16	88	3.59	1.31	136	4.32	0.73	184	3.95	1.11
41	4.27	0.79	89	3.79	1.04	137	3.58	1.46	185	4.09	1.12
42	3.70	1.26	90	3.85	1.03	138	3.88	1.12	186	4.22	0.97
43	3.90	0.96	91	3.72	1.15	139	1.91	1.98	187	4.17	0.96
44	3.67	1.12	92	3.22	1.17	140	3.04	1.43	188	3.35	1.21
45	4.20	0.82	93	3.90	1.12	141	3.44	1.38	189	3.24	1.23
46	4.13	0.77	94	4.13	0.88	142	3.34	1.62	190	3.74	1.03
47	3.38	1.25	95	2.44	1.56	143	2.23	1.93	191	3.11	1.35
48	3.25	1.70	96	2.56	1.57	144	3.60	1.26	192	2.27	1.18

TABLE 5
FIRST ORDER PROMAX ROTATED FACTOR MATRIX
FOR THE ALUMNI INSTRUMENT

Table with 10 columns of numerical data representing factor loadings for various items. The items are listed on the left side of the page, and the loadings are arranged in 10 columns.

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TABLE 5 (cont.)
FIRST ORDER PROMAX ROTATED FACTOR MATRIX
FOR THE ALUMINI INSTRUMENT

Table with 10 columns of numerical data representing factor loadings for various items on the ALUMINI instrument. The items are listed on the left side of the page, and the loadings are arranged in 10 columns.

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ALUMINI INSTRUMENT

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TABLE 6
FIRST ORDER PROMAX ROTATED FACTOR MATRIX
FOR THE STUDENT INSTRUMENT

Table with 100 columns and 100 rows of numerical data representing a rotated factor matrix. The values range from approximately -0.15 to 0.15.

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TABLE 6 (cont)
FIRST ORDER PROMAX ROTATED FACTOR MATRIX
FOR THE STUDENT INSTANT

Table with 30 columns and 100 rows of numerical data, representing a rotated factor matrix. The values range from approximately -0.0829 to 0.0829.

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TABLE 6 (cont)
FIRST ORDER PROMAX ROTATED FACTOR MATRIX
FOR THE STUDENT INSTRUMENT

Table with 30 columns and 100 rows of numerical data representing a rotated factor matrix.

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TABLE 6 (cont)
FIRST ORDER PROMAX ROTATED FACTOR MATRIX
FOR THE STUDENT INSTRUMENT

Table with 10 columns of numerical data representing rotated factor matrix values for various student instrument items.



TABLE 6 (cont)
FIRST ORDER PROMAX ROTATED FACTOR MATRIX
FOR THE STUDENT INSTRUMENT

Table with 30 columns and 100 rows of numerical data representing a rotated factor matrix. The values range from approximately -0.0949 to 0.0471.



TABLE 6 (cont)
FIRST ORDER PROMAX ROTATED FACTOR MATRIX
FOR THE STUDENT INSTRUMENT

Table with 30 columns and 100 rows of numerical data representing a rotated factor matrix. The values range from approximately -0.48496 to 0.21112.

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TABLE 7
 ROTATED PATTERN COEFFICIENTS FOR ALUMNI ITEMS
 THAT WERE FACTORIALLY COMPLEX OR LESS THAN 0.40 IN ABSOLUTE VALUE

Item	Scale Name	Factors					
		1	2	3	4	5	6
10	Administrative Process (current)	0.446	0.061	0.609	0.159	-0.001	0.076
13	Educational Program (current)	0.611	0.269	0.435	0.174	-0.095	-0.117
15	Educational Program (current)	0.569	0.259	0.521	0.045	-0.104	-0.013
16	Educational Program (current)	0.513	0.190	0.498	-0.021	-0.086	0.022
24	Institutional Purpose (current)	0.783	0.185	0.424	0.012	-0.059	0.034
32	Institutional Purpose (current)	0.464	0.212	0.418	0.331	0.124	0.005
36	Institutional Purpose (current)	0.413	0.250	0.093	0.522	0.105	0.095
37	Institutional Purpose (current)	0.400	0.236	0.096	0.537	0.177	0.050
38	Institutional Purpose (current)	0.409	0.320	0.184	0.541	0.015	-0.028
39	Institutional Purpose (current)	0.447	0.411	0.031	0.398	-0.175	0.036
75	Educational Program (past)	0.634	0.416	0.284	0.027	-0.064	-0.064
129	Educational Program (past)	0.190	0.555	0.132	0.440	-0.052	-0.064
1	Administrative Process (current)	0.362	0.155	0.223	0.134	-0.077	0.280
6	Administrative Process (current)	0.314	0.068	0.163	0.300	-0.115	0.168
21	Educational Program (current)	0.322	0.102	0.239	-0.029	0.304	0.005
43	Institutional Purpose (current)	0.308	0.026	0.193	0.217	0.114	-0.001
45	Institutional Purpose (current)	0.386	0.182	0.244	0.079	0.124	-0.035
56	Educational Support Services (current)	0.339	0.117	0.394	0.085	0.396	0.016
58	Educational Support Services (current)	0.383	0.110	0.395	0.081	0.318	-0.114
60	Educational Support Services (current)	0.218	0.071	0.157	0.001	-0.102	-0.027
64	Educational Support Services (current)	0.269	0.158	0.388	0.228	0.093	-0.002
76	Administrative Process (past)	0.009	0.261	0.184	0.077	0.058	-0.292
95	Educational Support Services (past)	-0.032	0.188	0.082	0.046	0.072	-0.006
96	Educational Support Services (past)	0.006	0.040	0.136	-0.037	-0.020	0.058
97	Educational Support Services (past)	-0.048	0.321	0.123	-0.039	0.070	0.012
98	Educational Support Services (past)	-0.039	0.352	0.139	0.107	0.176	-0.039
106	Educational Support Services (past)	0.220	0.315	0.271	0.221	0.140	-0.053
107	Educational Support Services (past)	-0.044	0.296	0.310	0.009	0.100	0.271
108	Educational Support Services (past)	-0.008	0.265	0.287	0.026	0.023	0.246
109	Educational Support Services (past)	0.083	0.199	0.351	0.387	-0.014	-0.099
114	Educational Program (past)	0.220	0.355	0.229	0.308	-0.017	-0.179
116	Educational Program (past)	0.249	0.337	0.217	0.192	0.313	-0.144
131	Educational Program (past)	0.066	0.223	0.227	0.329	-0.144	-0.199
133	Educational Program (past)	-0.207	-0.303	-0.083	0.026	-0.054	0.029
134	Educational Program (past)	-0.275	-0.381	-0.102	-0.110	0.112	0.052

TABLE 8
 ROTATED PATTERN COEFFICIENTS FOR STUDENT ITEMS
 THAT WERE FACTORIALLY COMPLEX OR LESS THAN 0.40 IN ABSOLUTE VALUE

Item	Scale Name	Factors								
		1	2	3	4	5	6	7	8	9
85	Educational Support Services (current)	0.314	0.528	0.430	0.054	-0.159	0.117	0.048	-0.053	-0.001
142	Educational Support Services (current)	0.222	0.553	0.479	0.067	-0.136	0.042	0.003	0.031	0.162
151	Educational Support Services (current)	0.462	0.321	0.406	0.079	0.290	-0.046	0.114	0.077	-0.043
152	Educational Support Services (current)	0.405	0.233	0.515	-0.014	0.209	-0.022	0.124	0.021	-0.031
179	Educational Support Services (current)	0.451	0.208	0.495	0.107	0.124	0.009	0.100	0.145	0.141
181	Educational Support Services (current)	0.440	0.536	0.355	0.114	0.057	-0.043	-0.074	0.148	-0.127
1	Administrative Process (current)	0.343	0.032	0.173	0.046	0.028	-0.007	0.053	-0.034	0.142
6	Administrative Process (current)	0.151	0.090	0.136	0.031	-0.031	0.034	0.028	0.011	-0.043
9	Administrative Process (current)	0.243	0.182	0.192	0.199	0.102	0.363	-0.180	-0.003	-0.153
10	Administrative Process (current)	0.228	0.009	-0.002	-0.072	0.066	0.291	0.224	-0.052	0.028
11	Administrative Process (current)	0.220	0.108	0.301	0.276	-0.045	0.334	-0.186	-0.076	-0.069
13	Administrative Process (current)	0.193	0.254	0.093	0.262	0.082	0.100	-0.157	0.212	-0.000
16	Administrative Process (current)	0.242	0.256	0.145	0.246	0.055	0.017	-0.054	-0.094	-0.087
17	Administrative Process (current)	0.135	0.057	0.378	0.150	0.154	0.234	0.037	0.018	-0.013
19	Administrative Process (current)	0.075	0.165	0.238	0.199	0.021	0.318	0.101	-0.068	0.024
21	Administrative Process (current)	0.242	0.257	0.081	0.055	0.177	0.256	-0.146	-0.000	-0.234
22	Administrative Process (current)	0.025	0.210	0.285	0.145	-0.155	0.089	0.107	0.155	-0.111
23	Administrative Process (current)	0.053	0.262	0.318	0.116	-0.052	0.269	0.123	0.307	-0.052
24	Administrative Process (current)	0.019	0.138	-0.034	-0.041	0.213	0.219	0.143	0.044	0.083
25	Administrative Process (current)	0.080	0.116	0.273	0.020	0.001	0.111	-0.098	-0.116	0.040
26	Administrative Process (current)	0.126	0.212	0.291	0.251	0.184	0.054	0.001	-0.049	-0.022
27	Administrative Process (current)	0.270	0.141	0.312	0.146	0.118	0.121	0.055	0.074	-0.096
31	Educational Program (current)	0.326	0.134	0.115	0.036	0.011	0.067	-0.029	0.006	-0.042
33	Educational Program (current)	0.323	0.378	0.298	0.268	-0.095	0.039	0.044	0.048	-0.190
34	Educational Program (current)	0.121	0.175	0.183	0.067	0.237	0.106	0.301	-0.009	0.042
35	Educational Program (current)	0.288	0.251	0.122	0.131	0.310	0.117	0.133	-0.036	0.100
36	Educational Program (current)	0.253	0.188	0.199	0.069	0.195	0.114	-0.038	0.005	0.148
37	Educational Program (current)	0.211	0.251	0.249	0.100	0.135	0.100	0.002	-0.009	-0.023
38	Educational Program (current)	0.353	0.236	0.064	0.053	0.184	0.035	-0.083	0.029	-0.062
39	Educational Program (current)	0.357	0.115	0.188	0.105	0.018	0.034	-0.039	-0.078	0.157
40	Educational Program (current)	0.259	0.199	0.314	0.059	-0.029	0.100	-0.056	0.058	0.056
41	Educational Program (current)	0.350	0.196	-0.054	-0.007	0.010	0.202	0.042	0.092	-0.062
45	Educational Program (current)	0.384	0.226	0.162	0.055	0.281	-0.030	0.049	-0.009	0.052
46	Educational Program (current)	0.333	0.121	0.122	-0.027	0.192	0.069	-0.112	-0.013	-0.030
47	Educational Program (current)	0.205	0.354	0.080	0.171	0.021	0.094	-0.052	0.028	-0.201
50	Educational Support Services (current)	0.233	0.160	-0.023	0.062	0.019	0.159	-0.034	0.030	-0.026
51	Educational Support Services (current)	0.181	0.089	0.064	-0.000	0.027	0.044	-0.061	-0.026	-0.056
52	Educational Support Services (current)	0.138	0.063	-0.009	-0.034	-0.056	-0.130	0.064	0.034	-0.064
53	Educational Program (current)	-0.034	0.060	0.270	-0.042	-0.099	0.011	0.012	-0.026	-0.013
54	Educational Program (current)	-0.000	0.059	0.308	0.018	0.048	0.007	-0.017	0.146	0.065
55	Educational Program (current)	0.307	0.146	0.082	0.056	0.082	-0.008	-0.107	-0.092	0.017
56	Administrative Process (current)	0.264	0.267	0.076	0.100	0.125	0.080	-0.024	-0.019	-0.055
57	Administrative Process (current)	0.202	0.306	0.071	-0.014	0.178	-0.008	0.224	0.110	0.011
58	Administrative Process (current)	0.362	-0.020	-0.108	0.041	0.285	0.032	0.041	-0.039	0.066
61	Educational Support Services (current)	0.230	0.284	0.142	0.154	-0.059	0.005	0.114	0.119	0.056
62	Educational Support Services (current)	0.294	0.187	0.282	0.055	-0.087	0.038	0.084	0.066	0.020
63	Educational Program (current)	0.340	0.267	0.397	0.120	0.225	-0.091	-0.157	-0.124	0.189
66	Educational Program (current)	0.377	0.281	0.203	0.197	-0.118	-0.056	0.056	0.113	-0.270
68	Educational Support Services (current)	0.341	0.231	0.334	0.135	0.152	0.028	0.043	0.120	0.032
69	Educational Support Services (current)	0.258	0.300	0.324	0.123	0.062	0.069	0.043	0.012	0.006
70	Educational Program (current)	0.284	0.177	0.157	0.055	0.020	0.113	0.059	0.011	0.061
74	Institutional Effectiveness (current)	0.252	0.120	0.241	0.097	-0.007	0.010	0.004	-0.074	0.229
77	Educational Support Services (current)	0.301	0.119	0.285	0.245	0.037	0.215	-0.060	-0.018	-0.008
78	Educational Support Services (current)	0.116	0.096	0.350	0.249	0.035	0.156	-0.020	-0.070	-0.000
81	Educational Support Services (current)	0.360	0.020	0.315	0.012	0.060	-0.008	0.042	-0.091	0.033
90	Educational Support Services (current)	0.008	0.393	0.094	0.199	0.083	0.225	-0.004	-0.131	0.023

Item	Scale Name	Factors								
		1	2	3	4	5	6	7	8	9
93	Educational Support Services (current)	0.275	0.357	0.168	0.067	0.118	0.143	-0.068	0.001	0.050
94	Educational Support Services (current)	0.254	0.272	0.054	-0.051	0.093	0.148	-0.053	-0.022	-0.038
98	Educational Support Services (current)	0.249	0.048	0.294	0.053	0.107	-0.054	0.322	0.045	0.182
100	Educational Support Services (current)	0.340	0.109	0.359	0.053	0.194	-0.078	0.235	-0.005	0.138
101	Educational Support Services (current)	0.382	0.281	0.398	0.113	0.198	0.091	0.114	0.067	0.087
102	Educational Support Services (current)	0.082	0.006	0.111	-0.008	-0.042	-0.020	0.320	-0.017	-0.004
103	Educational Support Services (current)	-0.086	0.062	0.361	0.023	0.053	0.007	0.075	0.000	-0.067
105	Educational Support Services (current)	0.341	0.246	0.290	0.065	0.141	-0.060	0.010	-0.014	0.005
106	Educational Support Services (current)	0.326	0.103	0.219	0.129	0.145	0.104	-0.066	-0.218	0.118
107	Educational Support Services (current)	0.110	0.198	0.103	0.179	0.211	-0.029	-0.034	-0.016	-0.035
110	Educational Support Services (current)	-0.059	0.154	0.217	0.085	-0.008	0.056	0.155	-0.013	-0.035
111	Educational Support Services (current)	0.055	0.317	0.283	0.150	0.067	0.030	0.087	-0.052	0.059
113	Administrative Process (current)	0.113	0.066	0.350	0.145	0.011	-0.062	-0.020	-0.005	-0.042
114	Educational Support Services (current)	0.348	0.129	-0.066	-0.213	-0.143	0.271	0.175	0.190	0.069
117	Institutional Purpose (current)	0.398	0.070	0.088	-0.032	0.041	-0.041	0.067	-0.038	-0.034
121	Institutional Purpose (current)	0.379	0.302	0.369	0.113	0.039	-0.042	-0.179	0.005	0.295
122	Institutional Purpose (current)	0.259	0.149	0.112	-0.008	-0.041	-0.015	0.043	0.006	0.008
125	Institutional Purpose (current)	0.121	0.098	0.155	0.055	0.090	0.048	0.046	0.025	-0.022
126	Institutional Purpose (current)	0.248	0.288	0.309	0.139	-0.024	-0.039	-0.011	0.103	-0.171
128	Institutional Purpose (current)	0.318	0.362	0.294	0.159	0.063	-0.136	-0.075	0.195	0.006
129	Institutional Purpose (current)	0.343	0.189	0.349	0.021	-0.037	0.007	0.022	-0.395	0.068
131	Educational Support Services (current)	0.299	0.398	0.014	0.109	0.071	0.049	0.063	0.012	0.017
132	Educational Support Services (current)	0.042	0.328	0.289	0.027	0.078	-0.032	0.015	0.021	0.030
145	Educational Support Services (current)	0.006	0.080	0.205	0.040	-0.160	0.094	0.292	0.061	-0.031
147	Educational Support Services (current)	0.098	0.251	0.174	0.107	0.186	0.034	-0.235	0.065	0.030
148	Educational Support Services (current)	0.100	0.386	0.108	0.168	0.382	-0.033	-0.117	-0.036	-0.004
150	Educational Support Services (current)	0.280	0.206	0.030	0.080	0.364	0.044	-0.139	-0.029	0.000
163	Educational Support Services (current)	0.383	0.094	0.279	0.032	-0.009	0.121	0.086	0.007	0.039
171	Educational Support Services (current)	0.214	0.128	0.289	-0.048	0.040	0.046	0.060	-0.010	0.042
174	Educational Support Services (current)	0.359	0.219	0.357	0.056	0.086	-0.105	0.098	-0.009	-0.036
176	Educational Support Services (current)	0.351	0.143	0.030	0.132	0.096	-0.039	0.056	-0.004	0.168
185	Educational Support Services (current)	0.387	0.184	0.200	0.091	0.088	0.062	-0.047	0.099	0.058
188	Educational Support Services (current)	0.306	0.309	0.022	0.166	0.026	-0.046	-0.037	0.035	-0.141
189	Educational Support Services (current)	0.363	0.297	0.026	0.100	-0.022	0.090	-0.065	0.049	-0.190
190	Educational Support Services (current)	0.345	0.348	-0.098	0.180	0.070	-0.020	-0.035	0.180	0.072
191	Administrative Process (current)	0.189	0.374	0.050	0.287	-0.012	0.125	0.102	0.086	0.258

**APPENDIX A
AMBASSADOR COLLEGE ALUMNI SURVEY**

Instructions

The information you supply on this questionnaire will be kept confidential. The data will be used for research purposes and to help improve the academic, social and spiritual development at Ambassador College. Feel free to omit any question that requests information you do not wish to provide.

The survey consists of 147 questions. Please answer each question on the SCAN-TRON answer sheet provided. Use only a #2 pencil. Please do not fold the SCAN-TRON sheet.

Survey Items

Current Conditions

Please read the Ambassador College Mission Statement and answer the questions in this section based on your knowledge of the College as it is now operated.

1. Information about the organizational structure and administrative processes of the College is available to me upon request.
2. The published materials of the College relating to employment security and procedures satisfy my needs.
3. The College is organized and administered in a manner reflecting its fundamental purpose and philosophy at the present time.
4. The current College programs involving academic affairs, fund-raising, development and alumni affairs are consistent with and directly related to the stated purpose of the College.
5. I intend to actively support the programs of the College involving academic affairs, fund-raising, development and alumni affairs.
6. The relationship between the College and its alumni encourages former students to continue to participate in the growth and development of the College.
7. The content and design of publications and advertising disseminated by the College accurately reflect the nature and purpose of the Institution.
8. The publications and advertising disseminated by the College exhibit integrity and responsibility.
9. Written materials such as The Envoy accurately portray the Institution.
10. The Business Office serves the College and assists in the furtherance of its educational programs.
11. The College catalog clearly states policy for the refunding of fees and charges upon withdrawal.
12. Appropriate refunding of fees and charges is handled on a timely and convenient basis.
13. The College recruiting activities during the Fall Festival accurately and honestly portray the Institution.
14. The College selects students who demonstrate reasonable potential for success.
15. Faculty evaluation of student performance reflects concern for quality.
16. Faculty are able to discern levels of student performance.
17. The educational program is supported by adequate computer resources.
18. The College environment is conducive to scholarly achievement.
19. The College environment is one conducive to creative achievement.

20. The Institution's principal focus is the education of students.
21. The College avoids the unwarranted proliferation of degree programs.
22. The general education requirement in computer information systems is a sufficient computer information systems requirement for a liberal arts bachelor's degree.
23. The general education requirement in humanities and fine arts is a sufficient humanities and fine arts requirement for a liberal arts bachelor's degree.
24. At present, Ambassador College is fulfilling its purpose as stated in the College catalog.
25. The academic program is clearly related to the mission of Ambassador College.
26. I believe that it requires competence in the areas of reading, writing, oral communications, and fundamental mathematical skills to graduate from Ambassador College.
27. The Institution's purpose is appropriate to its role as an educational institution.
28. The Institution's purpose represents the official posture and practice of the Institution.
29. The Institution's statement of purpose (mission statement) addresses all components of its purpose, including research and public service where these are significant Institutional responsibilities.
30. Appropriate publications accurately reflect the current statement of purpose.
31. The educational program of the Institution is adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
32. The educational support services of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
33. The financial resources of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
34. The physical resources of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
35. The administrative processes of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
36. The College provides a setting for free inquiry.
37. The College encourages productive student scholarship and research.
38. The College assists students in developing an analytical ability to solve problems.
39. The College prepares students for productive roles in the world community.
40. The College encourages students to have a goal of life-long self-improvement.
41. The College provides students with the necessary tools for continued self-improvement.
42. The admission policies of the College enable the Institution to achieve its stated purpose.
43. The physical plant is now adequate and appropriate for the purpose of the Institution.
44. The current level of emphasis on instructional effectiveness is appropriate for the stated purpose of the Institution.
45. The current level of nontraditional programs (travel-study, internship programs, student employment certification program, continuing education, etc.) is appropriate for the stated purpose of the Institution.
46. The College provides and maintains its resources on the basis of the needs of the individual.
47. The resources of the College adequately support the goals of the Institution.
48. The College provides an effective academic advisement program.
49. The College has an effective orientation program that is available to all students.
50. The individuals designated as personal counselors have adequate training and experience.
51. The Institution's career development program is comprehensive and adequate for student needs.
52. The role of the College is clear concerning the supervision of students and their activities.
53. The College's activities program is appropriate for the mission of the College.
54. The College's activities program encompasses a sufficiently wide range of student interests.
55. Student publications contribute to an atmosphere of responsible discussion.
56. The College publishes a statement of student rights and responsibilities and makes this available to the campus community.

57. The Student Handbook and the catalog of the College clearly defines and distributes the policies for disciplinary procedures.
58. The College maintains information-release policies concerning all students records that are in the best interests of the student and the Institution.
59. The current system of using students as monitors (Resident Assistants and Resident Assistant Counselors) is adequate for the administration of residence halls.
60. Booth City is an adequate student residence.
61. The College provides programs of financial assistance (including the student employment program) that meet the needs of qualified students.
62. The College provides institution-wide coordination of all student financial aid.
63. The College provides and maintains an effective program of health services that serves the needs of its constituents.
64. The College provides and maintains an effective program of health education that serves the needs of its constituents.
65. The College's sport programs contribute adequately to the personal development of the students.
66. The College's sport programs clearly relate to the overall programs of the Institution.
67. The College's sport programs allow students to participate in some type of competitive sports activity as regularly as their interests, abilities, and time will permit.
68. The College's sport programs are directed and supervised by adequately trained and experienced personnel.
69. Students have clear understanding of the goals of each course.
70. The College provides excellence in instruction.
71. The College instills in students an appreciation of aesthetics.
72. Instructional methods are in keeping with the College's purpose.
73. The College generally selects students whose interests are consistent with admission's policies.
74. The College generally selects students whose capabilities are consistent with admission's policies.
75. I believe the curricular requirements for graduation from Ambassador College are sufficient.

Past Conditions

The survey items in this section refer to conditions as they existed when you attended Ambassador College. Please use this perspective in selecting your answers.

76. Emergency evacuation procedures were made clear to me when I was in school.
77. The general education requirements for the bachelor's degree were of the right quantity to support the educational program.
78. The general education requirement in communications (English Composition and Fundamentals of Speech) was a sufficient communications requirement for a liberal arts bachelor's degree when I was in school.
79. Instructional methods and procedures supported the educational program.
80. Students had clear understanding of the methods of evaluation to be employed.
81. Faculty members who taught me were competent in their areas of instruction.
82. I found the library collection adequate to support the courses I took.
83. The facilities of the College were sufficient for the educational program when I went to school.
84. I had a clear understanding of the requirements of each course I took.
85. The general education requirement in natural sciences and mathematics was a sufficient natural sciences and mathematics requirement for a liberal arts bachelor's degree.
86. The general education requirement in physical education was a sufficient physical education requirement for a liberal arts bachelor's degree.

87. The general education requirement in social science was a sufficient social science requirement for a liberal arts bachelor's degree.
88. The academic standards in my major were very high.
89. The facilities at Ambassador College were very good for undergraduate instruction.
90. Training in my academic specialization(s) prepared me to apply the knowledge and skills necessary for post-graduate situations.
91. The curriculum in my academic specialization(s) prepared me for advanced study and/or for employment in the field.
92. When I was in College, the curricular offerings were directly related and appropriate to the purpose and goals of Ambassador College.
93. When I was enrolled at Ambassador College, the faculty had a high level of academic competency.
94. The College effectively prepared me for the world of work.
95. The science laboratories were adequate for instruction and research.
96. The Home Economics labs were adequate for instruction and research.
97. The audiovisual services were adequate for instruction and research.
98. The duplicating services were adequate.
99. The tutorial services were adequate for instruction.
100. The College provided adequate Student Services to achieve the educational goals of the Institution.
101. The goals for Student Services were consistent with student needs and the purposes of the College.
102. The College adequately contributed to the cultural development of the students.
103. The College adequately contributed to the social development of the students.
104. The College contributed to the intellectual development of the students.
105. The College contributed to the physical development of the students.
106. The policies and programs of Student Services were clearly defined.
107. When I attended, the College placed high priority on individual counseling of student's personal needs.
108. The availability of personal counselors was adequate to fulfill student needs.
109. The policies for using career development services were clearly defined for students, alumni, and employers.
110. The College gave me the kind of education I expected when I applied.
111. Ambassador College taught me to write effectively.
112. Ambassador College taught me to speak effectively.
113. Ambassador College taught me to read with understanding.
114. Ambassador College taught me how to manage family finances.
115. Ambassador College taught me how to use the library.
116. Ambassador College taught me government structure.
117. Ambassador College taught me to follow directions.
118. Ambassador College taught me a great deal about physical and mental health.
119. Ambassador College taught me how to work cooperatively in a group.
120. Ambassador College taught me how to plan and carry out projects.
121. Ambassador College taught me to persist at difficult tasks.
122. Ambassador College taught me about defining and solving problems.
123. Ambassador College taught me about leadership.
124. Ambassador College taught me to appreciate the arts.
125. Ambassador College increased my understanding and application of scientific principles and methods.
126. Ambassador College taught me how to work independently.
127. Ambassador College helped me to learn to organize my time effectively.
128. Ambassador College helped me to understand and appreciate different philosophies and cultures.
129. Information I learned at Ambassador College helped me advance financially.
130. Information I learned at Ambassador College helped me in my marriage.
131. Ambassador College taught me an appreciation of the role of the computer in our society.

132. Ambassador College taught me how to study the Bible.
 133. The curriculum was too difficult for the preparation of the students.
 134. The curriculum was too elementary for the preparation of the students.
 135. When I attended, the academic standards in the College were very high.
 136. The academic program at Ambassador College provided me with a well-rounded education.
 137. When I was in College, Ambassador provided a learning environment in which scholarly and creative achievement were encouraged.

Demographic Information

- I. I last attended Ambassador College:
- A. Before 1960
 - B. 1960 - 1969
 - C. 1970 - 1979
 - D. 1980 - 1985
 - E. 1986 - 1990
- II. My highest degree earned at Ambassador College is:
- A. None
 - B. A.A. or A.S.
 - C. B.A. or B.S.
 - D. Master's degree
 - E. Doctor's degree
- III. Since leaving Ambassador College I have (you may select more than one):
- A. entered the work force
 - B. received technical training
 - C. taken additional college level courses
 - D. obtained a baccalaureate degree
 - E. obtained a graduate degree
 - F. other
- IV. At Ambassador College most of my electives were in:
- A. Business Administration
 - B. Home Economics
 - C. Mass Communications
 - D. Computer Information Systems
 - E. Theology
 - F. Other
- V. I am currently:
- A. employed full-time
 - B. employed part-time
 - C. employed in my home
 - D. unemployed
 - E. retired

- VI. My current annual income is:
- A. under \$19,999
 - B. \$20,000 - \$29,999
 - C. \$30,000 - \$39,999
 - D. \$40,000 - \$49,999
 - E. \$50,000 - \$59,999
 - F. \$60,000 - over
- VII. I am:
- A. male
 - B. female
- VIII. My birthdate falls within the following:
- A. before 1930
 - B. 1930 - 1939
 - C. 1940 - 1949
 - D. 1950 - 1959
 - E. after 1960
- IX. I attended Ambassador College on the campus of:
- A. Big Sandy
 - B. Pasadena
 - C. Bricket Wood
 - D. Big Sandy and Pasadena
 - E. Bricket Wood and in the U.S.A.
- X. My native language is:
- A. American English
 - B. British English
 - C. Spanish
 - D. French
 - E. Other

APPENDIX B
ALUMNI SURVEY QUESTIONS SORTED BY SACS CRITERIA

Section Question

- 2.0 24 At present, Ambassador College is fulfilling its purpose as stated in the College catalog.
- 2.0 25 The academic program is clearly related to the mission of Ambassador College.
- 2.0 92 When I was in College, the curricular offerings were directly related and appropriate to the purpose and goals of Ambassador College.
- 2.1 27 The Institution's purpose is appropriate to its role as an educational institution.
- 2.2 28 The Institution's purpose represents the official posture and practice of the Institution.
- 2.3 29 The Institution's statement of purpose (mission statement) addresses all components of its purpose, including research and public service where these are significant Institutional responsibilities.
- 2.5 30 Appropriate publications accurately reflect the current statement of purpose.
- 2.6 31 The educational program of the Institution is adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
- 2.6 32 The educational support services of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
- 2.6 33 The financial resources of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
- 2.6 34 The physical resources of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
- 2.6 35 The administrative processes of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
- 2.6 36 The College provides a setting for free inquiry.
- 2.6 37 The College encourages productive student scholarship and research.
- 2.6 38 The College assists students in developing an analytical ability to solve problems.
- 2.6 39 The College prepares students for productive roles in the world community.
- 2.6 40 The College encourages students to have a goal of life-long self-improvement.
- 2.6 41 The College provides students with the necessary tools for continued self-improvement.
- 2.6 42 The admission policies of the College enable the Institution to achieve its stated purpose.
- 2.6 43 The physical plant is now adequate and appropriate for the purpose of the Institution.
- 2.6 44 The current level of emphasis on instructional effectiveness is appropriate for the stated purpose of the Institution.
- 2.6 45 The current level of nontraditional programs (travel-study, internship programs, student employment certification program, continuing education, etc.) is appropriate for the stated purpose of the Institution.
- 2.6 70 The College provides excellence in instruction.
- 2.6 71 The College instills in students an appreciation of aesthetics.
- 2.6 94 The College effectively prepared me for the world of work.
- 4.1.1 9 Written materials such as The Envoy accurately portray the Institution.
- 4.1.1 13 The College recruiting activities during the Fall Festival accurately and honestly portray the Institution.
- 4.1.1 14 The College selects students who demonstrate reasonable potential for success.
- 4.1.1 20 The Institution's principal focus is the education of students.
- 4.1.1 22 The general education requirement in computer information systems is a sufficient computer information systems requirement for a liberal arts bachelor's degree.
- 4.1.1 23 The general education requirement in humanities and fine arts is a sufficient humanities and fine arts requirement for a liberal arts bachelor's degree.
- 4.1.1 72 Instructional methods are in keeping with the College's purpose.
- 4.1.1 73 The College generally selects students whose interests are consistent with admission's policies.

Section Question

- 4.1.1 74 The College generally selects students whose capabilities are consistent with admission's policies.
- 4.1.1 75 I believe the curricular requirements for graduation from Ambassador College are sufficient.
- 4.1.1 77 The general education requirements for the bachelor's degree were of the right quantity to support the educational program.
- 4.1.1 78 The general education requirement in communications (English Composition and Fundamentals of Speech) was a sufficient communications requirement for a liberal arts bachelor's degree when I was in school.
- 4.1.1 79 Instructional methods and procedures supported the educational program.
- 4.1.1 85 The general education requirement in natural sciences and mathematics was a sufficient natural sciences and mathematics requirement for a liberal arts bachelor's degree.
- 4.1.1 86 The general education requirement in physical education was a sufficient physical education requirement for a liberal arts bachelor's degree.
- 4.1.1 87 The general education requirement in social science was a sufficient social science requirement for a liberal arts bachelor's degree.
- 4.1.1 110 The College gave me the kind of education I expected when I applied.
- 4.1.2 26 I believe that it requires competence in the areas of reading, writing, oral communications, and fundamental mathematical skills to graduate from Ambassador College.
- 4.1.3 21 The College avoids the unwarranted proliferation of degree programs.
- 4.1.3 88 The academic standards in my major were very high.
- 4.1.3 90 Training in my academic specialization(s) prepared me to apply the knowledge and skills necessary for post-graduate situations.
- 4.1.3 111 Ambassador College taught me to write effectively.
- 4.1.3 112 Ambassador College taught me to speak effectively.
- 4.1.3 113 Ambassador College taught me to read with understanding.
- 4.1.3 114 Ambassador College taught me how to manage family finances.
- 4.1.3 116 Ambassador College taught me government structure.
- 4.1.3 117 Ambassador College taught me to follow directions.
- 4.1.3 118 Ambassador College taught me a great deal about physical and mental health.
- 4.1.3 119 Ambassador College taught me how to work cooperatively in a group.
- 4.1.3 120 Ambassador College taught me how to plan and carry out projects.
- 4.1.3 121 Ambassador College taught me to persist at difficult tasks.
- 4.1.3 122 Ambassador College taught me about defining and solving problems.
- 4.1.3 123 Ambassador College taught me about leadership.
- 4.1.3 124 Ambassador College taught me to appreciate the arts.
- 4.1.3 125 Ambassador College increased my understanding and application of scientific principles and methods.
- 4.1.3 126 Ambassador College taught me how to work independently.
- 4.1.3 127 Ambassador College helped me to learn to organize my time effectively.
- 4.1.3 128 Ambassador College helped me to understand and appreciate different philosophies and cultures.
- 4.1.3 129 Information I learned at Ambassador College helped me advance financially.
- 4.1.3 130 Information I learned at Ambassador College helped me in my marriage.
- 4.1.3 131 Ambassador College taught me an appreciation of the role of the computer in our society.
- 4.1.3 133 The curriculum was too difficult for the preparation of the students.
- 4.1.3 134 The curriculum was too elementary for the preparation of the students.
- 4.1.3 135 When I attended, the academic standards in the College were very high.
- 4.1.3 136 The academic program at Ambassador College provided me with a well-rounded education.
- 4.1.4 15 faculty evaluation of student performance reflects concern for quality.

Section Question

- 4.1.4 16 Faculty are able to discern levels of student performance.
- 4.1.4 17 The educational program is supported by adequate computer resources.
- 4.1.4 18 The College environment is conducive to scholarly achievement.
- 4.1.4 19 The College environment is one conducive to creative achievement.
- 4.1.4 69 Students have clear understanding of the goals of each course.
- 4.1.4 80 Students had clear understanding of the methods of evaluation to be employed.
- 4.1.4 81 Faculty members who taught me were competent in their areas of instruction.
- 4.1.4 82 I found the library collection adequate to support the courses I took.
- 4.1.4 83 The facilities of the College were sufficient for the educational program when I went to school.
- 4.1.4 84 I had a clear understanding of the requirements of each course I took.
- 4.1.4 91 The curriculum in my academic specialization(s) prepared me for advanced study and/or for employment in the field.
- 4.1.4 93 When I was enrolled at Ambassador College, the faculty had a high level of academic competency.
- 4.1.4 115 Ambassador College taught me how to use the library.
- 4.1.4 132 Ambassador College taught me how to study the Bible.
- 4.1.4 137 When I was in College, Ambassador provided a learning environment in which scholarly and creative achievement were encouraged.
- 5.3 95 The science laboratories were adequate for instruction and research.
- 5.3 96 The Home Economics labs were adequate for instruction and research.
- 5.3 97 The audiovisual services were adequate for instruction and research.
- 5.3 98 The duplicating services were adequate.
- 5.3 99 The tutorial services were adequate for instruction.
- 5.3 100 The College provided adequate Student Services to achieve the educational goals of the Institution.
- 5.5 101 The goals for Student Services were consistent with student needs and the purposes of the College.
- 5.5 102 The College adequately contributed to the cultural development of the students.
- 5.5 103 The College adequately contributed to the social development of the students.
- 5.5 104 The College contributed to the intellectual development of the students.
- 5.5 105 The College contributed to the physical development of the students.
- 5.5 106 The policies and programs of Student Services were clearly defined.
- 5.51 46 The College provides and maintains its resources on the basis of the needs of the individual.
- 5.51 47 The resources of the College adequately support the goals of the Institution.
- 5.5.2.1 48 The College provides an effective academic advisement program.
- 5.5.2.1 49 The College has an effective orientation program that is available to all students.
- 5.5.2.1 50 The individuals designated as personal counselors have adequate training and experience.
- 5.5.2.1 51 The Institution's career development program is comprehensive and adequate for student needs.
- 5.5.2.1 107 When I attended, the College placed high priority on individual counseling of student's personal needs.
- 5.5.2.1 108 The availability of personal counselors was adequate to fulfill student needs.
- 5.5.2.1 109 The policies for using career development services were clearly defined for students, alumni, and employers.
- 5.5.2.2 52 The role of the College is clear concerning the supervision of students and their activities.
- 5.5.2.2 53 The College's activities program is appropriate for the mission of the College.
- 5.5.2.2 54 The College's activities program encompasses a sufficiently wide range of student interests.
- 5.5.2.2 55 Student publications contribute to an atmosphere of responsible discussion.

Section Question

- 5.5.2.3 56 The College publishes a statement of student rights and responsibilities and makes this available to the campus community.
- 5.5.2.3 57 The Student Handbook and the catalog of the College clearly defines and distributes the policies for disciplinary procedures.
- 5.5.2.4 58 The College maintains information-release policies concerning all students records that are in the best interests of the student and the Institution.
- 5.5.2.5 59 The current system of using students as monitors (Resident Assistants and Resident Assistant Counselors) is adequate for the administration of residence halls.
- 5.5.2.5 60 Booth City is an adequate student residence.
- 5.5.2.6 61 The College provides programs of financial assistance (including the student employment program) that meet the needs of qualified students.
- 5.5.2.6 62 The College provides institution-wide coordination of all student financial aid.
- 5.5.2.7 63 The College provides and maintains an effective program of health services that serves the needs of its constituents.
- 5.5.2.7 64 The College provides and maintains an effective program of health education that serves the needs of its constituents.
- 5.5.2.8 65 The College's sport programs contribute adequately to the personal development of the students.
- 5.5.2.8 66 The College's sport programs clearly relate to the overall programs of the Institution.
- 5.5.2.8 67 The College's sport programs allow students to participate in some type of competitive sports activity as regularly as their interests, abilities, and time will permit.
- 5.5.2.8 68 The College's intramural sport programs are directed and supervised by adequately trained and experienced personnel.
- 6.1 1 Information about the organizational structure and administrative processes of the College is available to me upon request.
- 6.1 2 The published materials of the College relating to employment security and procedures satisfy my needs.
- 6.1.6 3 The College is organized and administered in a manner reflecting its fundamental purpose and philosophy at the present time.
- 6.2 4 The current College programs involving academic affairs, fund-raising, development and alumni affairs are consistent with and directly related to the stated purpose of the College.
- 6.2 5 I intend to actively support the programs of the College involving academic affairs, fund-raising, development and alumni affairs.
- 6.2.1 6 The relationship between the College and its alumni encourages former students to continue to participate in the growth and development of the College.
- 6.2.2 7 The content and design of publications and advertising disseminated by the College accurately reflect the nature and purpose of the Institution.
- 6.2.2 8 The publications and advertising disseminated by the College exhibit integrity and responsibility.
- 6.3.2 10 The Business Office serves the College and assists in the furtherance of its educational programs.
- 6.3.8 11 The College catalog clearly states policy for the refunding of fees and charges upon withdrawal.
- 6.3.8 12 Appropriate refunding of fees and charges is handled on a timely and convenient basis.
- 6.4.1 89 The facilities at Ambassador College were very good for undergraduate instruction.
- 6.4.3 76 Emergency evacuation procedures were made clear to me when I was in school.

**APPENDIX C
AMBASSADOR COLLEGE STUDENT SURVEY**

Instructions

The information you supply on this questionnaire will be kept confidential. The data will be used for research purposes and to help improve the academic, social and spiritual development at Ambassador College. Feel free to omit any question that requests information you do not wish to provide.

The survey consists of 200 questions. Please answer each question on the SCAN-TRON answer sheet provided. Use only a #2 pencil. Please do not fold the SCAN-TRON sheet.

Survey Items

Please read the Ambassador College Mission Statement.

1. Information about the organizational structure and administrative processes of the College is available to me upon request.
2. There is a general climate of open communications fostered by the administration of the College.
3. The College is organized and administered in a manner reflecting its fundamental purpose and philosophy.
4. The content and design of publications and advertising disseminated by the College accurately reflect the nature and purpose of the Institution.
5. The purpose of the Business Office is to serve the College and assist in its educational programs.
6. The College catalog clearly states policy for the refunding of fees and charges upon withdrawal.
7. Appropriate refunding of fees and charges is handled on a timely and convenient basis.
8. The campus shuttle service has adequate capacity.
9. Classrooms are adequately designed (lighting, furnishing, ventilation, etc.).
10. Toilet facilities in my residence are adequate.
11. Parking facilities at Ambassador College are adequate.
12. The number and location of public telephones is adequate.
13. Telephone and telecommunications services are adequate on campus to support the College program.
14. Computer availability is adequate for accomplishment of my academic needs.
15. Facilities for commencements, assemblies and forums are adequate.
16. Facilities for recreational and sports activities are adequate.
17. Facilities for student organization meetings are adequate.
18. Facilities for music rehearsal are adequate.
19. Those who ride the campus shuttle service are able to get between classes and to work on time.
20. Custodial services at the College are adequate.
21. Development and care of the campus grounds are appropriate.
22. Physical Plant personnel respond to requests in a timely manner.
23. Custodial personnel respond to requests in a timely manner.
24. Water pressure is adequate for drinking fountains and faucets.
25. Campus water quality is acceptable for drinking enjoyment.
26. The security of the parking areas on campus is adequate.

27. The parking regulations on campus are appropriate and are enforced.
28. Hallway and stairwell lighting is adequate for safe use.
29. Campus security personnel are courteous and sensitive to the needs of the individuals.
30. Emergency building evacuation procedures have been made clear.
31. The principal focus of Ambassador College is the education of students.
32. The educational program is clearly related to the Institution's purpose.
33. The course offerings are adequate for our present student enrollment.
34. The College recruiting activities during the Fall Festival accurately and honestly portray the Institution.
35. Instructional methods and procedures support the educational program.
36. The quality of the work required of students is consistent with the Institutional purpose.
37. The curriculum is appropriate to the ability of the students admitted.
38. Students have clear understanding of the methods of evaluation to be used in each course.
39. Faculty evaluation of student performance reflects concern for quality.
40. Faculty are able to discern levels of student performance.
41. Faculty members who taught me were competent in their areas of instruction.
42. The educational program is supported by adequate computer resources.
43. The College learning environment is conducive to scholarly achievement.
44. The College learning environment is conducive to creative achievement.
45. The instructional methods are in keeping with the Institution's purpose.
46. Students have clear understanding of the requirements of each course.
47. The library resources are adequate to support the courses I take and the papers I write.
48. Booth City offers needed privacy for students.
49. The Booth City bath house is usually clean and neat.
50. I appreciate the work-study program.
51. I would probably not be able to attend Ambassador College without the help of the work-study program.
52. The subsidies given by the church to underwrite my education make my attendance possible.
53. The academic standards of Ambassador College are higher than most private schools.
54. The academic standards in my major are very high.
55. Students are given adequate opportunities to evaluate faculty members.
56. The facilities (e.g., classroom desks, equipment, etc.) in my classrooms are very good for instruction.
57. The descriptions in the College catalog of course offerings are accurate, descriptive and appropriate.
58. I have seen an organizational chart that delineates clearly lines of responsibility and authority in the Institution.
59. The student handbook adequately and accurately describes the policies and procedures of Ambassador College.
60. Students are adequately represented in the College's decision-making processes.
61. Services of the College's Financial Aids Office adequately meet my need for financial aid.
62. The College helps students plan for the efficient use of financial aid.
63. Scholarly and creative achievement is encouraged in my classes.
64. College counselors and faculty are adequately accessible.
65. Faculty offices and facilities are adequate for counseling.
66. The majors offered at Ambassador College are sufficiently diverse to meet my needs.
67. The faculty are available to help students plan their academic programs.
68. Academic advisement for students is thorough and accurate.
69. Academic advisement is available as needed at times other than registration.
70. The registration process is efficient and understandable.
71. The academic program is clearly related to the mission of the College.
72. I believe the faculty have a high level of competency.
73. I have read the College's mission statement, and I support it.

74. I understand how Ambassador College plans to evaluate the effectiveness of the courses it offers.
75. Regular evaluation is used to refine and change student development services and programs.
76. Student Services are essential to the achievement of the educational goals of the College.
77. There is equality between men's and women's athletic programs.
78. There is equality between men's and women's athletic coaching staff.
79. The educational goals and the catalog of Ambassador College are consistent with my personal educational goals.
80. The College catalog accurately depicts the Institution.
81. Media advertisement (newspapers, "World Tomorrow" television program, etc.) accurately depicts the Institution.
82. The student handbook accurately depicts the Institution.
83. The College yearbook (The Envoy) accurately depicts Ambassador College life.
84. The College newspaper (The Ambassador Portfolio) accurately depicts the Institution.
85. The library acquires materials and establishes services based on the needs of its users.
86. The library provides programs and services necessary to achieve the educational goals of the College.
87. The library has an adequate collection of non-printed materials (filmstrips, records, cassettes, videos, kits, etc.) for my needs.
88. The library books, periodicals, and reference materials are sufficient for my major area of study.
89. The chairs and tables in the library are comfortable and conducive to study and research.
90. The lighting in the library is adequate for reading and writing.
91. The noise level in the library does not interfere with study.
92. The books and other reference materials can be easily located.
93. The library staff is helpful in locating materials.
94. The library staff is courteous when assisting me.
95. The physical comforts provided in Booth City are adequate.
96. The living conditions in Booth City are adequate.
97. The proximity of Booth City to the central campus is adequate.
98. The Career Services area, in conjunction with academic departments, provides adequate career counseling.
99. The Career Services area provides adequate career placement.
100. The Career Services area provides adequate career testing.
101. The Student Services area provides adequate services to meet the needs of the student body.
102. I am actively involved in student activities on campus.
103. Student groups meet regularly to discuss philosophical and religious topics.
104. Ambassador College provides activities for students to grow socially, academically, and spiritually.
105. The student newspaper (The Ambassador Portfolio) adequately presents student news and view-points.
106. The sport programs represents the interests of students.
107. Adequate provision is made for students to engage in serious study in the dormitories.
108. The library audio-visual area is adequately equipped.
109. The computer laboratories are adequately equipped.
110. The science laboratories are adequately equipped.
111. The media center is adequately equipped.
112. Overall, the College does a good job of maintaining a healthful and safe environment for its students, faculty, and staff.
113. Emergency exit procedures have been explained to me.
114. I recognize and appreciate the financial support and subsidies provided by the Worldwide Church of God which help enable me to attend Ambassador College.
115. The College's purpose is appropriate to a college level education and its role as an educational institution.
116. Ambassador College's purpose is clearly stated in the catalog.
117. The Institution's purpose is published.

118. The educational program of the Institution is adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
119. The physical resources of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
120. The College provides excellence in instruction.
121. The College assists students in developing an analytical ability to solve problems.
122. The College encourages an appreciation of aesthetics in students.
123. The College prepares students for productive roles in the world community.
124. The College provides students with the necessary tools for continued self-improvement.
125. The College effectively provides an orderly transition for students entering as transfer students from another college or university.
126. The physical plant is adequate and appropriate for the purpose of the Institution.
127. The curriculum of the College is appropriate for the stated purpose of the Institution.
128. The methods of instruction adequately fulfill the goals of each course.
129. The current level of nontraditional programs (travel-study, internship programs, student employment certification program, continuing education, etc.) is appropriate for the stated purpose of the Institution.
130. The library collection is appropriate for the stated purpose of the Institution.
131. Adequate non-fiction books are made available to me through the library.
132. Adequate fiction books are made available to me through the library.
133. Adequate periodical materials are made available to me through the library.
134. The library's collections of print and non-print materials are well organized.
135. The library is readily accessible.
136. The library maintains adequate hours for my needs.
137. The library services include an adequate orientation program.
138. The library provides adequate access tools such as catalogs, indexes, and bibliographies for my needs.
139. The library provides adequate access to external bibliographic data bases.
140. The library has adequate space for its collections and services.
141. The library provides me with the opportunities to learn how to access information in a variety of formats.
142. Librarians work cooperatively with the faculty in assisting students to use resource materials effectively.
143. Librarians, faculty and users share in the development of collections.
144. Adequate professional librarian assistance is available to me.
145. The Home Economics labs are adequate for instruction and learning.
146. The audiovisual services are adequate for instruction.
147. The duplicating services are adequate for classes and personal access.
148. Adequate services are provided for completing computer-based class assignments.
149. The data processing laboratories maintain adequate hours for users.
150. The personnel in the various computer labs provide adequate assistance and support.
151. The College provides adequate Student Services to achieve the educational goals of the Institution.
152. The goals for Student Services are consistent with student needs and the purposes of the College.
153. Student Services personnel have adequate training and experience in their assigned areas.
154. The College adequately contributes to the cultural development of the students.
155. The College adequately contributes to the social development of the students.
156. The College adequately contributes to the intellectual development of the students.
157. The College adequately contributes to the physical development of the students.
158. The policies and programs of Student Development Services are clearly defined.
159. The College provides and maintains its resources on the basis of the needs of the individual.
160. The College provides an effective program of academic advisement.
161. The College has an effective orientation program that is available to all students.

162. The College places high priority on individual counseling of students' personal needs.
163. The individuals designated as personal counselors have adequate training and experience.
164. The availability of personal counselors is adequate to fulfill student needs.
165. The Institution's career development program is comprehensive and is adequate for the needs of the students.
166. The policies for the use of career development services for students, alumni, and employers are clearly defined.
167. The College publishes a clear statement of the student's role and participation in institutional decision-making.
168. The role of the College is clear concerning the supervision of students and their activities.
169. The College's activities program encompasses a sufficiently wide range of student interests.
170. Student publications contribute to an atmosphere of responsible discussion.
171. The College publishes a statement of student rights and responsibilities and makes this available to the campus community.
172. The College clearly defines and distributes the policies for disciplinary procedures.
173. The College maintains adequate student records for its courses and credits.
174. The College maintains information-release policies concerning all student records that are in the best interests of the student and the Institution.
175. The College has clear policies and procedures governing its residence halls.
176. The current system of using students as monitors (Resident Assistants) is adequate for the administration of residence halls.
177. Booth City is an adequate student residence.
178. The College provides programs of financial assistance (including the student employment program) that meet student needs.
179. The College provides counsel for students in efficient use of their own resources for furthering their education.
180. The College provides Institution-wide coordination of all student financial aid.
181. The College provides and maintains an effective program of health services that serves the needs of the students.
182. The College's sports programs contribute adequately to the personal development of the students.
183. The College's sports programs clearly relate to the overall programs of the Institution.
184. The College's sports programs allow for all students to participate in some type of competitive sports activity as regularly as their interests, abilities, and time will permit.
185. The College's sports programs are directed and supervised by adequately trained and experienced personnel.
186. Policies regarding dismissal, suspension, and readmission of students are appropriate to the purposes of Ambassador College.
187. Policies regarding academic probation are clear and appropriate.
188. The food service department provides an adequate variety of foods.
189. The food service department provides an adequate quality of food.
190. The food service department is open at appropriate hours to serve the students.
191. The campus shuttle service is available at times of the day when needed.
192. Lighting of the campus after dark is adequate.

Demographic Information

- I. My age is:
 - A. under 19
 - B. 19 - 22
 - C. 23 - 25
 - D. 26 - 29
 - E. 30 - over

II. I am:

- A. male
- B. female

III. I am:

- A. unmarried
- B. married
- C. separated
- D. prefer not to respond

IV. I came to Ambassador College from: (you may choose more than one)

- A. high school
- B. vocational/technical school
- C. college or university
- D. the work force
- E. other

V. My present class level is:

- A. freshman
- B. sophomore
- C. junior
- D. senior
- E. special student

VI. My overall grade point average is:

- A. 3.50 - 4.00
- B. 2.50 - 3.49
- C. 1.50 - 2.49
- D. 0 - 1.49
- E. Have not established a grade point average

VII. I came to Ambassador College to: (you may choose more than one)

- A. develop character
- B. please my parents
- C. prepare to transfer to another college
- D. obtain a degree
- E. prepare for the ministry
- F. prepare for work

VIII. My native language is:

- A. American English
- B. British English
- C. Spanish
- D. French
- E. Other

APPENDIX D
STUDENT SURVEY QUESTIONS SORTED BY SACS CRITERIA

Section	Question	
2.0	71	The academic program is clearly related to the mission of the College
2.0	73	I have read the College's mission statement, and I support it.
2.1	115	The College's purpose is appropriate to a college level education and its role as an educational institution.
2.2	116	Ambassador College's purpose is clearly stated in the catalog.
2.2	117	The Institution's purpose is published.
2.6	118	The educational program of the institution is adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
2.6	119	The physical resources of the Institution are adequate and appropriate to ensure that the Institution meets and continues to achieve its stated purpose.
2.6	120	The College provides excellence in instruction.
2.6	121	The College assists students in developing an analytical ability to solve problems.
2.6	122	The College encourages an appreciation of aesthetics in students.
2.6	123	The College prepares students for productive roles in the world community.
2.6	124	The College prepares students with the necessary tools for continued self-improvement.
2.6	125	The College effectively provides an orderly transition for students entering as transfer students from another college or university.
2.6	126	The physical plant is adequate and appropriate for the purpose of the Institution.
2.6	127	The curriculum of the College is appropriate for the stated purpose of the Institution.
2.6	128	The methods of instruction adequately fulfill the goals of each course.
2.6	129	The current level of nontraditional programs (travel-study, internship programs, student employment certification program, continuing education, etc.) is appropriate for the stated purpose of the Institution.
2.6	130	The library collection is appropriate for the stated purpose of the Institution.
3.1	74	I understand how Ambassador College plans to evaluate the effectiveness of the courses it offers.
3.1	75	Regular evaluation is used to refine and change student development services and programs.
3.1	79	The educational goals and the catalog of Ambassador College are consistent with my personal educational goals.
4.1.1	31	The principal focus of Ambassador College is the education of students.
4.1.1	32	The educational program is clearly related to the Institution's purpose.
4.1.1	33	The course offerings are adequate for our present student enrollment.
4.1.1	34	The College recruiting activities during the Fall Festival accurately and honestly portray the Institution.
4.1.1	35	Instructional methods and procedures support the educational program.
4.1.1	36	The quality of the work required of students is consistent with the Institutional purpose.
4.1.1	45	The instructional methods are in keeping with the Institution's purpose.
4.1.1	70	The registration process is efficient and understandable.
4.1.3	37	The curriculum is appropriate to the ability of the students admitted.

4.1.3	53	The academic standards of Ambassador College are higher than most private schools.
4.1.3	54	The academic standards in my major are very high.
4.1.3	66	The majors offered at Ambassador College are sufficiently diverse to meet my needs.
4.1.3	186	Policies regarding dismissal, suspension, and readmission of students are appropriate to the purposes of Ambassador College.
4.1.3	187	Policies regarding academic probation are clear and appropriate.
4.1.4	38	Students have clear understanding of the methods of evaluation to be used in each course.
4.1.4	39	Faculty evaluation of student performance reflects concern for quality.
4.1.4	40	Faculty are able to discern levels of student performance.
4.1.4	41	Faculty members who taught me were competent in their areas of instruction.
4.1.4	42	The educational program is supported by adequate computer resources.
4.1.4	43	The College learning environment is conducive to scholarly achievement.
4.1.4	44	The College learning environment is conducive to creative achievement.
4.1.4	46	Students have clear understanding of the requirements of each course.
4.1.4	47	The library resources are adequate to support the courses I take and the papers I write.
4.1.4	63	Scholarly and creative achievement is encouraged in my classes.
4.1.4	72	I believe the faculty have a high level of competency.
4.4.8	55	Students are given adequate opportunities to evaluate faculty members.
5.1	86	The library provides programs and services necessary to achieve the educational goals of the College.
5.2	85	The library acquires materials and establishes services based on the needs of its users.
5.2	87	The library has an adequate collection of non-printed materials (filmstrips, records, cassettes, videos, kits, etc.) for my needs.
5.2	131	Adequate non-fiction books are made available to me through the library.
5.2	132	Adequate fiction books are made available to me through the library.
5.2	133	Adequate periodical materials are made available to me through the library.
5.2	134	The library's collections of print and non-print materials are well organized.
5.2	135	The library is readily accessible.
5.2	136	The library maintains adequate hours for my needs
5.2.1	88	The library books, periodicals, and reference materials are sufficient for my major area of study.
5.2.1	89	The chairs and tables in the library are comfortable and conducive to study and research.
5.2.1	90	The lighting in the library is adequate for reading and writing.
5.2.1	91	The noise level in the library does not interfere with study.
5.2.1	92	The books and other reference material can be easily located.
5.2.1	137	The library services include an adequate orientation program.
5.2.1	138	The library provides adequate access tools such as catalogs, indexes, and bibliographies for my needs.
5.2.1	139	The library provides adequate access to external bibliographic data bases.
5.2.1	140	The library has adequate space for its collections and services.
5.2.1	141	The library provides me with the opportunities to learn how to access information in a variety of formats.
5.2.1	142	Librarians work cooperatively with the faculty in assisting students to use resource materials effectively.

5.2.2	143	Librarians, faculty and users share in the development of collections.
5.2.3	93	The library staff is helpful in locating materials.
5.2.3	94	The library staff is courteous when assisting me.
5.2.3	144	Adequate professional librarian assistance is available to me.
5.3	108	The library audio-visual area is adequately equipped.
5.3	109	The computer laboratories are adequately equipped.
5.3	110	The science laboratories are adequately equipped.
5.3	111	The media center is adequately equipped.
5.3	145	The Home Economics labs are adequate for instruction and learning.
5.3	146	The audiovisual services are adequate for instruction.
5.3	147	The duplicating services are adequate for classes and personal access.
5.4	148	Adequate services are provided for completing computer-based class assignments.
5.4	149	The data processing laboratories maintain adequate hours for users.
5.4	150	The personnel in the various computer labs provide adequate assistance and support.
5.5	76	Student Services are essential to the achievement of the educational goals of the College
5.5	101	The student services area provides adequate services to meet the needs of the student body.
5.5	151	The college provides adequate Student Services to achieve the educational goals of the Institution.
5.5	152	The goals for Student Services are consistent with student needs and the purposes of the College.
5.5	153	Student Services personnel have adequate training and experience in their assigned areas.
5.5	154	The College adequately contributes to the cultural development of the students.
5.5	155	The College adequately contributes to the social development of the students.
5.5	156	The College adequately contributes to the intellectual development of the students.
5.5	157	The College adequately contributes to the physical development of the students.
5.5	158	The policies and programs of Student Development Services are clearly defined.
5.5.1	159	The College provides and maintains its resources on the basis of the needs of the individual.
5.5.2.1	64	College counselors and faculty are adequately accessible.
5.5.2.1	67	The faculty are available to help students plan their academic programs.
5.5.2.1	68	Academic advisement for students is thorough and accurate.
5.5.2.1	69	Academic advisement is available as needed at times other than registration.
5.5.2.1	98	The career services area, in conjunction with academic departments, provides adequate career counseling.
5.5.2.1	99	The career services area provides adequate career placement.
5.5.2.1	100	The career services area provides adequate career testing.
5.5.2.1	160	The College provides an effective program of academic advisement.
5.5.2.1	161	The College has an effective orientation program that is available to all students.
5.5.2.1	162	The College places high priority on individual counseling of students' personal needs.

5.5.2.1	163	The individuals designated as personal counselors have adequate training and experience.
5.5.2.1	164	The availability of personal counselors is adequate to fulfill student needs.
5.5.2.1	165	The Institution's career development program is comprehensive and is adequate for the needs of the students.
5.5.2.1	166	The policies for the use of career development services for students, alumni, and employers are clearly defined.
5.5.2.2	80	The College catalog accurately depicts the Institution.
5.5.2.2	81	Media advertisement (newspapers, "World Tomorrow" television program, etc.) accurately depicts the Institution.
5.5.2.2	82	The student handbook accurately depicts the Institution.
5.5.2.2	83	The College yearbook (<u>The Envoy</u>) accurately depicts the Institution.
5.5.2.2	84	The College newspaper (<u>The Ambassador Portfolio</u>) accurately depicts the institution.
5.5.2.2	167	The College publishes a clear statement of the student's role and participation in institutional decision-making.
5.5.2.2	168	The role of the College is clear concerning the supervision of students and their activities.
5.5.2.2	169	The College's activities program encompasses a sufficiently wide range of student interests.
5.5.2.2	170	Student publications contribute to an atmosphere of responsible discussion.
5.5.2.2	60	Students are adequately represented in the College's decision-making processes.
5.5.2.2	102	I am actively involved in student activities on campus.
5.5.2.2	103	Student groups meet regularly to discuss philosophical and religious topics.
5.5.2.2	104	Ambassador College provides activities for students to grow socially, academically, and spiritually.
5.5.2.2	105	The student newspaper (<u>The Ambassador Portfolio</u>) adequately presents student news and view-points.
5.5.2.3	171	The College publishes a statement of student rights and responsibilities and makes this available to the campus community.
5.5.2.3	172	The College clearly defines and distributes the policies for disciplinary procedures.
5.5.2.4	173	The College maintains adequate student records for its courses and credits.
5.5.2.4	174	The College maintains information-release policies concerning all student records that are in the best interests of the student and the Institution.
5.5.2.5	48	Booth city offers needed privacy for students.
5.5.2.5	49	The Booth City bath house is usually clean and neat.
5.5.2.5	107	Adequate provision is made for students to engage in serious study in the dormitories.
5.5.2.5	175	The College has clear policies and procedures governing its residence halls.
5.5.2.5	176	The current system of using students as monitors (Resident Assistants) is adequate for the administration of residence halls.
5.5.2.5	177	Booth City is an adequate student residence.
5.5.2.6	50	I appreciate the work-study program.
5.5.2.6	51	I would probably not be able to attend Ambassador College without the help of the work-study.
5.5.2.6	52	The subsidies given by the church to underwrite my education make my attendance possible.

5.5.2.6	62	The College helps students plan for the efficient use of financial aid.
5.5.2.6	178	The College provides programs of financial assistance (including the student employment program) that meet student needs.
5.5.2.6	179	The College provides counsel for students in efficient use of their own resources for furthering their education.
5.5.2.6	180	The College provides institution-wide coordination of all student financial aid.
5.5.2.6	61	Services of the College's Financial Aids Office adequately meet my need for financial aid.
5.5.2.6	114	I recognize and appreciate the financial support and subsidies provided by the Worldwide Church of God which help enable me to attend Ambassador College.
5.5.2.7	181	The College provides and maintains an effective program of health services that serves the needs of the students.
5.5.2.7	188	The food service department provides an adequate variety of food.
5.5.2.7	189	The food service department provides an adequate quality of food.
5.5.2.7	190	The food service department is open at appropriate hours to serve the students.
5.5.2.8	182	The College's sports programs contribute adequately to the personal development of the students.
5.5.2.8	183	The College's sports programs clearly relate to the overall programs of the Institution.
5.5.2.8	184	The College's sports programs allow for all students to participate in some type of competitive sports activity as regularly as their interests, abilities, and time will permit.
5.5.2.8	185	The College's sports programs are directed and supervised by adequately trained and experienced personnel.
5.5.5.8	77	There is equality between men's and women's athletic programs.
5.5.5.8	78	There is equality between men's and women's athletic coaching staff.
5.5.5.8	106	The sports program represents the interests of students.
6.1	1	Information about the organizational structure and administrative processes of the College is available to me upon request.
6.1.1	57	The descriptions in the College catalog of course offerings are accurate, descriptive and appropriate.
6.1.4	59	The student handbook adequately and accurately describes the policies and procedures of Ambassador College
6.1.6	3	The College is organized and administered in a manner reflecting its fundamental purpose and philosophy.
6.1.6	58	I have seen an organizational chart that delineates clearly lines of responsibility and authority in the institution.
6.2.2	4	The content and design of publications and advertising disseminated by the College accurately reflect the nature and purpose of the Institution.
6.3.2	5	The purpose of the Business Office is to serve the College and assist in its educational programs.
6.3.8	6	The College catalog clearly states policy for the refunding of fees and charges upon withdrawal.
6.3.8	7	Appropriate refunding of fees and charges is handled on a timely and convenient basis.

6.4	8	The campus shuttle service has adequate capacity.
6.4	9	Classrooms are adequately designed (lighting, furnishing, ventilation, etc.).
6.4	10	Toilet facilities in my building are adequate.
6.4	11	Parking facilities at Ambassador College are adequate.
6.4	12	The number and location of public telephones is adequate.
6.4	13	Telephone and telecommunications services are adequate on campus to support the College program.
6.4	14	Computer availability is adequate for accomplishment of my academic needs.
6.4	15	Facilities for commencements, assemblies and forums are adequate.
6.4	16	Facilities for recreational and intramural activities are adequate.
6.4	17	Facilities for student organization meetings are adequate.
6.4	18	Facilities for music rehearsal are adequate.
6.4	19	Those who ride the campus shuttle service are able to get between classes and to work on time.
6.4	95	The physical comforts provided in booth city are adequate.
6.4	96	The living conditions in Booth City are adequate.
6.4	97	The proximity of Booth City to the central campus is adequate.
6.4	191	The campus shuttle service is available at times of the day when needed.
6.4.1	56	The facilities (eg., classroom desks, equipment, etc.) in my classrooms are very good for instruction.
6.4.1	65	Faculty offices and facilities are adequate for counseling.
6.4.2	20	Custodial services at the College are adequate.
6.4.2	21	Development and care of the campus grounds are appropriate.
6.4.2	22	Physical Plant personnel respond to requests in a timely manner.
6.4.2	23	Custodial personnel respond to requests in a timely manner.
6.4.2	192	Lighting of the campus after dark is adequate.
6.4.3	2	There is a general climate of open communications fostered by the administration of the College.
6.4.3	24	Water pressure is adequate for drinking fountains and faucets.
6.4.3	25	Campus water quality is acceptable for drinking enjoyment.
6.4.3	26	The security of the parking areas on campus is adequate.
6.4.3	27	The parking regulations on campus are appropriate and are enforced.
6.4.3	28	Hallway and stairwell lighting is adequate for safe use.
6.4.3	29	Campus security personnel are courteous and sensitive to the needs of the individuals.
6.4.3	30	Emergency building evacuation procedures have been made clear.
6.4.3	112	Overall, the College does a good job of maintaining a healthful and safe environment for its students, faculty and staff.
6.4.3	113	Emergency exit procedures have been explained to me.

APPENDIX E
SOUTHERN ASSOCIATION CRITERIA SECTION AREAS AND SUBAREAS

Section I: Principles and Philosophy of Accreditation

- 1.1 Institutional Commitment and Responsibilities in the Accreditation Process
- 1.2 Application of the *Criteria*
- 1.3 Separately Accredited Units
- 1.4 Conditions of Eligibility
- 1.5 Initial Membership
- 1.6 Classifications of Institutions
- 1.7 Publication Statement

Section II: Institutional Purpose

Section III: Institutional Effectiveness

- 3.1 Planning and Evaluation
- 3.2 Institutional Research

Section IV: Educational Program

- 4.1 Undergraduate Program
 - 4.1.1 Undergraduate Admissions
 - 4.1.2 Undergraduate Completion Requirements
 - 4.1.3 Undergraduate Curriculum
 - 4.1.4 Undergraduate Instruction
- 4.2 Graduate Program
 - 4.2.1 Graduate Admission
 - 4.2.2 Graduate Completion Requirements
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 - 4.4.8 The Role of the Faculty and Its Committee
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 - 4.5.1 Consortial Relationships
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- 5.1 Educational Support Services
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 - 5.2.2 Collections
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 - 5.2.5 Library Resources at Off-Campus
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- 5.5 Student Development Services
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 - 5.5.2.1 Academic Advising, Counseling and Career Development
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Section VI: Administrative Process

- 6.1 Organization and Administration
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 - 6.2.2 Publications
- 6.3 Financial Resources
 - 6.3.1 Financial Resources
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 - 6.3.5 The Relation of an Institution to External Budgetary Control
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